

NEWS: EUROPE

GM rebuts Piëch allegations with date, time and place

Christopher Parkes hears Opel's detailed version of row with VW over missing documents and former employees

ADAM OPEL, the German subsidiary of General Motors, yesterday reopened its barrage on Volkswagen's defences. But there was no return fire.

VW's big gun, chairman Mr Ferdinand Piëch, rolled out on Wednesday for a brief bombardment to counter industrial espionage charges against his employees, had been pulled back from the fray.

"In Volkswagen's view everything relevant to this subject has been said several times. We... have nothing more to add," the company said.

Meanwhile, Mr Hans Wilhelm Gäh, vice president of GM Europe, yesterday rebutted Mr Piëch's suggestions that evidence designed to incriminate VW's production director, Mr José Ignacio López de Arriortúa and three colleagues might have been planted. Mr Piëch referred yesterday to "other hands" being involved.

The four, all former GM employees, are under criminal investigation in Germany on suspicion of industrial espionage. Mr López is

also the focus of an FBI probe in the US.

Opel officials claimed that Mr López - who signed a contract with VW, by VW's own account, at 9.57pm on the evening of March 9 this year, and called Mr Piëch immediately afterwards - attended a meeting in Opel headquarters on March 10 at which he asked for "internal" documents to be sent to an address in Spain.

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Later the same day, he was back in Detroit, where he told Mr Jack Smith, GM president, that he was leaving for VW, the Opel officials said. After a tug-of-war between the two companies, in which he was offered promotion to keep him on board, Mr López left for Germany on March 15.

He left undelivered the final draft of an emotional speech, which he had personally approved that morning, and the clouds of doubt which prompted Opel shortly afterwards

to ask German prosecutors to probe their suspicions of industrial espionage.

According to Mr Gäh, on December 2 Mr López, then head of global purchasing at GM, asked for the so-called Epos list, containing details of all GM's European parts prices last year - equivalent to 70,000 to 90,000 print-out sheets - to be transmitted to him in the US. These data, Mr Gäh claimed, which

were sent to him on December 23, were of no use to him in his work in the US. They had since disappeared. "And they could be in the hands of people to whom they do not belong."

There was more, including evidence suggesting that Mr López and others had taken part in a large-scale information gathering exercise while, as has since been shown, he was in negotiations with VW.

Mr López has repeatedly claimed

that he finally decided to switch to VW on March 9. He lost all enthusiasm, he claims, when he discovered that his pet project, a secret super-lean car production plant, was not to be built in his Basque homeland.

Opel said yesterday that no final decision had been made at that point. The plan had in fact been "frozen" much earlier because of poor business conditions.

Indeed, on January 14, Mr López had personally drafted a letter telling a Spanish financing and construction consortium just that. The letter was signed and sent off by Mr Louis Hughes, president of GM Europe. The next day, Mr López, who had already been talking to Mr Piëch, met Mr Jens Neumann, the VW personnel director for the first time, Opel officials said.

Three weeks ago, Mr López was disappointed again. After claiming his dream was soon to be realised, Mr Piëch publicly announced that the project was "out of the question at this time... I have told Mr López this."



Opel executives Hans Wilhelm Gäh, left, and Horst Borghs at a press conference yesterday

Bundesbank's refusal to cut discount rate leaves exchange rate mechanism in disarray

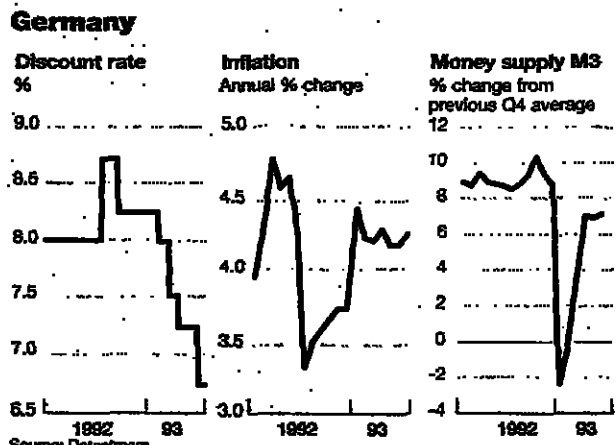
Germans place French in a double bind

Bundesbank's decision has left the ball in France's court but options appear equally unpalatable, writes John Plender

AS policy options go, waiting for the Bundesbank to put the other members of the exchange rate mechanism out of their misery looks close to the end of its shelf-life. With pressure directed at strong and weak currencies alike after yesterday's smaller than expected cut in German interest rates, it is clear that the markets are losing confidence in the ERM itself.

The implicit message is that a peg to the D-Mark is simply not tenable, while the inflationary strains of German unification persist, for countries whose unemployment rates are rising as fast as those of France or Spain.

The future of the ERM now lies chiefly in the hands of the French government. In effect, the Bundesbank has invited France to go back to an unpalatable combination of raising short-term interest rates (again) and supporting the franc through central bank intervention. Yet it is becoming harder by the week to



argue that the strategic benefits of the *franc fort* policy outweigh the costs in lost output and employment.

There lies the credibility problem for France and for what remains of the ERM. In the US, where the economy is growing and inflation is low, real (inflation-adjusted) short-term rates of interest are close

to zero. In France the economy is shrinking, inflation is minimal, yet real short rates are close to double figures. French industry and commerce are less sensitive to short rates than the Anglo-Saxon economies. But they are not immune; and the damage to the increasingly fragile banking system is mounting.

It follows that the further French rates rise, the less convincing the existing policy links to the markets - especially with a presidential election due in less than two years. But if the French government fails to raise rates, it will find it harder to pin the blame on the Bundesbank if the franc is ultimately forced to float.

It is a classic double bind; and the paradox is that France does not need a devaluation on fundamental economic grounds. French industry is more competitive than German industry. The problem relates solely to the level of interest rates.

It, as seems inevitable, market pressure persists, the choice will lie between realignment within the ERM and floating the franc.

The first option is manifestly less horrific, from a political point of view. But it would destroy the hard-earned credibility that the franc has won since the rigid relationship

with the D-Mark was established in 1967. The result of the credibility loss would be that the markets would demand a higher risk premium in French interest rates. Indeed, according to Mr Kevin Darlington of UBS Global Research, the level of interest rates might then be even higher than when speculation began.

In those circumstances any hope of French interest rates falling below those of Germany

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for a sustained period would be destroyed. The speculators would return to the assault, causing further damage to the real economy. And the policy-makers would be forced to consider the last ditch solution of floating.

That, nonetheless, is something that the government of Mr Edouard Balladur would do almost anything to avoid.

It is widely accepted that to float would destroy the ERM

which, with European Monetary Union, remains at the core of France's European policy. It would inflict a devastating blow on the Franco-German relationship. And it could well end the tenure of Mr Balladur, who has said that he will not preside over a devaluation.

This underlines the dangers inherent in other countries entrusting important areas of domestic policy to the Bundesbank, whose agenda is all too

clearly defined by statute. The German central bank has no mandate to take into account economic conditions in other ERM countries. It is overshooting its targets for inflation and the money supply. And it remains justifiably concerned at the level of inflationary pressure in the German public sector.

The irony in all this is that there is little or no inflationary pressure at all in Germany's

private sector, where exporters are being subjected to a vicious squeeze. Equally ironic is the fact that France's anti-inflationary credentials would probably remain intact after a float, despite any initial devaluation.

From the moment that the currency markets are forced to evaluate the franc on economic fundamentals once again, they will have to recognise that the French economy is in better shape than the German and that on competitiveness grounds the need is for a weaker D-Mark, not a stronger one.

By putting an end to prolonged currency turmoil, a float would also help prevent the European economy succumbing to powerful deflationary forces. And it would reduce the risk of a retreat into protectionism arising from rearmistened competitive devaluations. But a float remains the extreme option. It will not be conceded lightly by the French.

How a black day for the ERM unfolded

(All times are BST in London)

13.11: Announcement that the Bundesbank has left discount rate unchanged and cut Lombard rate.

13.11-13.19: French franc falls one centime against D-Mark to FF3.4150.

13.30: Central banks of Denmark and Netherlands intervene to support Danish Krone, as it falls through its floor against Dutch guilder.

13.45: Belgian central bank intervenes in market after Belgian franc falls outside its self-imposed margins against the D-Mark.

13.50: Peseta comes under pressure, falling to Ptas2 per DM.

14.05: Denmark says it is prepared to raise interest rates to defend currency.

15.22: Second intervention on Danish kroner by Netherlands.

15.30: Bundesbank says it is involved in concerted action to support the French franc. Bank of France and Dutch central bank also confirm they are intervening to support the French currency.

16.00: Official trading in the ERM closes. Most currencies drift closer to ERM floors as central bank intervention slows down.

15.25: Dollar reaches DM1.74 to the D-Mark, highest level since September 1991.

The thinking in Frankfurt

Guarding the D-Mark comes before the EMS

By Christopher Parkes in Frankfurt

HOPES had been rising for days that the Bundesbank might yesterday have provided a modest fillip for European business confidence and at least taken support for the wobbling European Monetary System. But the German central bank does not make policy decisions based on hopes. And as guardian of the anchor currency in the European Monetary System, the credibility of its commitment to D-Mark stability is ultimately just as important as the system itself.

Disappointed but not surprised, German economists agreed that domestic monetary conditions would have to show concrete signs of improving before the central bank could proceed with cuts in its key discount interest rate.

"I did not expect them to do anything, not at what was probably the worst possible moment," said Mr Dieter Beier at Berliner Bank. Money supply was growing at 7.1 per cent. Year-on-year inflation was now 4.3 per cent. "These are dreadful figures, and all we have is hopes that they will improve," he added. The Bundesbank has set targets for annual money supply growth rates this year to be retained within a band ranging from 4.5 per cent and 6.5 per cent, and inflation to be ground down to 2 per cent.

Yesterday, once again, external expectations crashed against the internal constraints governing the guardians of the German currency. And the only consolation available was what the savings bank association described as "a very narrow" easing, comprising a 0.5 percentage point cut in the Lombard rate and a fixed rate of 6.5 per cent for next week's securities repur-

chase tender, unchanged from this week's rate.

The so-called repo rate had dropped decisively in recent weeks, and this week's cut from 7.15 per cent had been taken as a sign that the Bundesbank wanted to help, said Mr Uwe Angewandt, an economist at BEF Bank. This showed in the restoration of relative peace within the EMS after Wednesday's repo announcement. Most observers had read this move, together with tensions within the EMS, recent upbeat speeches from Bundesbankers, and the widely acknowledged need for a confidence-boosting change to help lift the German economy off the floor of recession, as a signal that the discount rate would also come down.

The only consolation was 'a very narrow' easing

But as so often in the past, economists' sense of timing was out of synchronisation with that of the central bank.

Meanwhile, hopes remain unaltered that by the end of the year the internationally sensitive discount rate, which governs short-term lending rates of greatest concern to other EC economies, will be down from 6.75 per cent today to 6 per cent or even lower. But the pace of the decline and the size of the steps depend entirely on Germany's internal monetary and inflationary developments. At the same time, Mr Beier points out, German industry, which makes more than 70 per cent of its borrowings on longer terms, is enjoying the effects of real capital market rates of 2 per cent - a record low, he says.

Quotes of the day

It's high noon for the ERM. I wouldn't give two bears for the survival of the ERM now - David Brown, chief economist at Tokai Bank

I think this is a watershed for the ERM and could result in its break-up. I expect heavy speculation in the next couple of days but the Bundesbank has taken the market to the brink before and the end is not here yet - Steve Major, Credit Lyonnais

The conservatives in the Bundesbank won the day. The bank did not want to be too devilish - unnamed German bank economist

The Bundesbank had to decide if it wanted to sacrifice its credibility on the altar of the EMS or keep its domestic credibility intact - Armin Kayser, economist Swiss Bank Corp

The Bundesbank clearly is still concerned about domestic economic developments. They weighed these more heavily than an EMS crisis - Jürgen Pfister, Commerzbank economist

The Bundesbank is in a tight corner, but I'm absolutely convinced they will do whatever is necessary to preserve the ERM - Stefan Collignon of the Association for the Monetary Union of Europe

Dismay in Brussels

Campaign blow for Commission on falling rates

By Lionel Barber in Brussels

EUROPEAN Commission officials reacted with a mixture of dismay and apprehension to the Bundesbank's decision to leave its key discount rate intact at 6.75 per cent.

"If it war," said a senior official close to Mr Jacques Delors, president of the European Commission. Official disappointment at the modest nature of the Bundesbank cut was palpable.

For most of the year, the Commission has been waging a quiet campaign for reduced European interest rates to lift the European economy out of recession and restore confidence to the goal of economic and monetary union.

At times this year tension between Brussels and Frankfurt has surfaced. Mr Helmut Schlesinger, Bundesbank president, visited the EC capital last January and quashed the idea

of a "fast track" to Emu involving France, Germany and the Benelux, supported by possible changes in the "convergence criteria".

At the EC summit in Copenhagen last month, Brussels officials counter-attacked. Many could barely hide their pleasure at the final communiqué's call for an early reduction in interest rates.

When the Bundesbank reduced its discount rate by half a percentage point to 6.75 per cent ahead of the Group of Seven summit in Tokyo, the reaction inside the Commission was positive but guarded. One official explained that the size of the Bundesbank cut was less important than the promise that further reductions were in the offing.

These expectations were deflated yesterday. EC officials now believe it is unlikely that Frankfurt will move its key rates until September.

Bonds stronger across Europe

Markets bank on falling rates

By Peter John in London

GOVERNMENT bond prices, which rise in anticipation of a fall in interest rates, were stronger throughout the member countries of the European exchange rate mechanism yesterday.

The Bundesbank decision to keep the discount rate unchanged surprised the markets. But there had been a conviction that something had to happen to help ease the high rate problem of the other ERM members.

Ms Marie Owens Thomsen, an economist with Midland Global Markets in London, said: "From a trading point of view it's not that difficult. One way or another rates are going to come down."

German debt prices shrugged off the Bundesbank's refusal to reduce its floor rate from 6.75 per cent. However, Ecu bonds, which represent

the whole range of currencies in the ERM rather than just individual component parts, fell sharply.

French government bonds rose about two thirds of a percentage point on a conviction that either through mutual realignment or independent easing French short-term rates will have to fall. Spanish bonds left for the same reason.

Outside the ERM, the attractions of sterling as a safe haven currency prompted buyers of UK government bonds and gilt prices rose half a point in spite of the extra supply from Wednesday's £3.25bn Treasury auction. Gilt also shrugged off nervousness surrounding yesterday's by-election in Christchurch, southern England, which was seen as an uphill battle for the governing Conservative party.

Italy, also outside the ERM, saw its bond market pick up sharply.

The fall-out in Paris

Condemned to defend the franc fort

By John Ridding and Alice Rawsthorn in Paris

GERMANY'S decision not to cut its discount rate yesterday is likely to present the French franc with its most serious crisis within the European exchange rate mechanism, economists said yesterday.

The decision could strain Franco-German relations. The Bundesbank's reluctance to cut rates to help its main European partner presents Paris with a difficult decision on whether to raise interest rates sharply to protect the currency at a time when France's recession is deepening.

The French franc came under immediate assault after the Bundesbank announce-

ment, losing almost 1.3 centimes against the D-Mark despite heavy intervention by the French and German central banks. The franc traded at slightly more than one centime above its ERM floor rate of FF3.4305 to the D-Mark.

The CAC-40 Paris stock market index rose by 2.34 per cent to close at 2,036 points, its highest level in more than a year. Its sharp rise reflected an expectation among investors of the franc being devalued within the ERM or that it might be floated, allowing French interest rates to fall.

"The Bundesbank decision is an indication to the markets to sell the franc," said Mr Robin Hubbard, chief French economist at Paribas in London.

"The Bundesbank has effectively told the markets that it has done as much as it can to save the ERM, but that from now onwards it has to prioritise domestic considerations."

Economists in Paris argued that the result would be a renewed assault on the franc, raising the prospect of devaluation or a realignment of ERM parity rates. But they stressed that the fate of the franc was unlikely to be resolved quickly.

In particular, they stressed the determination of the French government to protect the franc. Mr Edouard Balladur, the French prime minister, has said that an alternative to his *franc fort* policy would require a change in prime minister. "They are con-

demned to follow this policy through," said one Paris banker.

Economists argued that the survival of the existing franc/D-Mark parity would partly depend on whether and for how long the French government could raise interest rates. Last week, the Bank of France raised overnight rates from 7.75 per cent to 10 per cent in an attempt to bolster the franc's defences. But with gross domestic product expected to contract by 0.7 per cent this year, and with unemployment forecast to reach 12.5 per cent by the end of December, a policy of sustained interest rate rises does not appear plausible, say economists.

However, said Mr Hubbard:

"If the French can sweat it out for long enough the speculators might give up. The fundamentals of the French economy are also still good, which won't make much difference in the short term but might provide some help in the longer term."

One of the few sources of consolation yesterday for the Bank of France was the publication of its balance sheet which showed that its net reserves stood at FF122.95bn (\$21bn) at the end of last week, considerably higher than economists had expected. The French central bank was forced late last week to intervene in the franc's support, but managed to spend less than the market estimated.

FT-ISMA INTERNATIONAL BOND SERVICE
The FT-ISMA International Bond Service, published on Monday by Friday in the Financial Times, shows daily prices, provided by the International Securities Market Association, for a selection of the most actively traded Eurobonds and related securities, picked from the markets with best "liquidity" (measured by the spread between bid and ask prices). The service also includes details of "bondwatch" issues within the space available, while still trying to maintain a broad spread of currencies and country groups. Selections are reviewed regularly by the Financial Times and the International Securities Market Association.

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Reformers step up attack over rouble

By John Lloyd in Moscow

REFORMERS in the Russian government and their foreign advisers yesterday continued a fierce attack on the decision of the central bank to withdraw from circulation all pre-1993 banknotes.

They demanded that the decision be annulled, warning of dire consequences to the international aid package pledged to Russia if not.

Professor Anders Aslund, an adviser to the Russian government, forecast increased inflation, a weakening of the rouble, and continued destruction of links between the members of the Commonwealth of Independent States.

Evidence of pressure on the CIB emerged yesterday when a large aluminium smelter in Saratov, Russia, warned that it would have to close because raw materials from Kazakhstan had been cut off as a result of the Russian bank's decision to withdraw the notes.

Prof Aslund warned that "there will be a flight from the rouble" and said the present rise of the rouble against the dollar was a "temporary phenomenon because of the artificially induced shortage of notes".

Mr Andrei Illarionov, economic adviser to Mr Viktor Chernomyrdin, the Russian prime minister, said the issue had not been tabled at the cabinet meeting yesterday - but would come up at a special cabinet meeting at the end of next week called to discuss "a whole range of the most important economic questions".

The latest trends in the Russian economy presented yesterday by the government's Centre for Economic Reform show that inflation is rising again, from a level of around 17 per cent in May to around 20 per cent last month. Industrial production is shown as remaining stable, having recovered to the level of July 1992.

Privatisation continues to

rush ahead, with a record Rb380bn in revenue from privatised companies in May. Separate figures from the state privatisation committee claim that one-third of all enterprises in Russia - most of which are small - have been privatised.

There was "massive" tax evasion last year, amounting to a sum equivalent to \$8bn-\$10bn, according to Mr Vladimir Gusev, head of Russia's tax collection service. Mr Gusev said yesterday that some 15 per cent of all taxes were not paid for 1992. He said the growth of corporate debt estimated at Rb56,500bn had delayed payment of taxes.

Many companies tried to avoid taxes by dealing in cash and failing to keep accounts.

Mr Gusev said that the International Monetary Fund and private German companies were assisting in establishing a computer system for tax collection - while cash registers are to be made mandatory for all sales points.

Privatisation scheme will be viable, says Poland

By Christopher Bobinski in Warsaw

POLISH officials said yesterday that, despite some opposition, enough state sector enterprises would participate in the country's mass privatisation plan to make the scheme viable.

Mr Ron Freeman, the acting president of the European Bank for Reconstruction and Development, has meanwhile confirmed that the bank will "ensure that the companies (being privatised) will have full access to the European Bank's resources".

Despite Mr Freeman's encouragement that companies seriously consider joining the privatisation programme, 30 companies have refused to participate. The Privatisation Ministry is conducting talks with scores more to persuade them to join.

Under the plan, more than 600 state sector enterprises are to be handed over to western managed investment funds. Shares will be distributed at a nominal charge to Polish applicants. Many companies hesitant about the scheme are planning management or employee buy-outs or are considering joint ventures with western partners.

About 200 companies are already 100 per cent state-owned joint stock companies which have been earmarked for the scheme and will be participating. Another 440 companies have the choice of opting out by the end of this month and the ministry has accepted decisions by 30 to do so.

Meanwhile, 100 companies have confirmed they will be participating, according to Mr Jerzy Thiele, who is responsible for the scheme in the ministry.

Implementation of the scheme will leave Poland with around 5,600 enterprises still in state hands. Around 750 have been privatised to date.



A girl says farewell in Sarajevo as she prepares to be evacuated to Italy from hospital, along with five other children and an adult.

Italy still backs Amato in EBRD leadership contest

By Robert Graham in Rome, John Fiddling in Paris and Anthony Robinson in London

THE Italian government yesterday denied that the 12 EC nations had agreed that Mr Jacques de Larosière should head the European Bank for Reconstruction and Development and said Italy was still backing the candidature of Prof Giuliano Amato, the former prime minister.

According to Italian officials, the government is anxious to see Italy play a more prominent role in international institutions and has decided to press the point following the

resignation of Mr Jacques Amato.

In pushing Prof Amato's candidature, the Italian government has also pointed out discreetly that France already occupies sufficient top positions in European and international organisations. The German government has been sympathetic to the Italian view, but is motivated by its need to secure French support for sitting of the future European central bank in Germany.

In Paris, the French government yesterday expressed confidence that Mr de Larosière, the governor of the Bank of France, would be selected by

the EC as its candidate to head the EBRD, despite signs that a consensus had not yet been reached. "We remain sure that he is the best candidate for the job," said a spokesman at the foreign ministry in Paris. "We are sure that he will be the EC's candidate." French officials have been lobbying hard for Larosière's selection.

The Italians, angered by what they see as the over-hasty action of the Belgian finance minister in sending a letter to EC governments on Wednesday night announcing that a consensus had been reached, are continuing their diplomatic offensive.

Balladur in pledge to urban poor

PRIME Minister Edouard Balladur yesterday set in motion an ambitious plan to eradicate squalor in bleak housing estates surrounding major French cities. Renter reports from Paris.

A day after a walkabout in a deprived suburb north of Paris, Mr Balladur pledged FF5bn (\$850m) to upgrade living conditions for France's urban poor. The funding is to be financed by an unexpected windfall from the government's "Balladur bond" issued earlier this month.

A further FF9.6bn will be spent to upgrade housing, build new roads and provide basic public services, he said.

Tajikistan announces weapons amnesty

THE Tajikistan leadership, plagued by rebel attacks from neighbouring Afghanistan, announced an amnesty yesterday for both insurgents and refugees, Renter reports from Moscow.

Tar-Tass news agency said the Islamic rebels operating in Tajikistan were given until September 9 to hand in their weapons. Those in Afghanistan had to return by the same date.

The amnesty was announced by the Tajik parliamentary leadership, dominated by pro-communists and conservatives.

Hundreds of thousands of refugees fled to Afghanistan from the impoverished Central Asian state after the Islamic-led opposition was defeated in a civil war late last year. Most of the fugitives have been reluctant to return and the government has refused to hold talks with the rebels.

Russian and western human rights groups accused Tajikistan's government on Tuesday of allowing the torture and persecution of refugees returning from camps in Afghanistan.

The Tajik and Russian governments say the rebels have launched several attacks across the border, which is guarded by Russian and Tajik troops, with support from Afghan mujahideen.

Mr Anatoly Adamishin, the deputy Russian foreign minister, arrived in the Tajik capital Dushanbe yesterday to pursue Moscow's diplomatic drive to end the border conflict. But media reports said fighting at the border was continuing.

The IMF has approved a \$98m credit for Belarus under its systemic transformation facility, a new loan fund designed to help the countries of eastern Europe and the former Soviet Union to make the leap to a market economy, writes George Graham in Washington.

The IMF said the money will support an economic programme aiming to cut the monthly rate of inflation from 30 per cent to 5 per cent by the end of the year and limit the fall in output to 15 per cent this year.

Belarus follows Kyrgyzstan, Russia, Kazakhstan and Slovakia in drawing on the STF, which offers less strict conditionality than a traditional IMF standby credit agreement.

Brussels scraps proposed rules in 'house-clearing'

By Lionel Barber in Brussels

THE European Commission is scrapping around 150 proposals for new EC legislation, a sign that its appetite for making new Community rules is waning.

The rules cover transport, energy, science, telecommunications, consumer policy, financial affairs, the environment and agriculture. Many are several years out of date, while others have been incorporated in revised proposals. Some are "no longer considered appropriate in current circumstances", according to a Commission spokesman.

Among the most eye-catching are rules for harmonising national legislation covering noise emissions from rail vehicles; rules covering the EC's participation in an international conference in Geneva on the protection of vegetable extracts; and a resolution calling for Community-wide action plan to encourage libraries in Europe to co-operate on the use of new information technologies.

Earlier this week, the UK and France agreed a list of 24 items of EC legislation which should be amended or withdrawn.

These include EC directives on employment conditions for workers in privatised industries, on taxation of stock exchange transactions, and on standard of water quality.

However, Mr d'Archirafi paid tribute to the efforts by some European banks to create automatic clearing mechanisms to improve the payments network within the Community.

The Commission study focussed on 34 banks and almost 1,000 transactions. It estimated that in 1990 around 200m cross-border transactions of less than Ecu2,500 (\$2,920) took place in the EC.

On average, the cost of money transfers within the EC is around Ecu20, the study revealed. The fee rises to Ecu24 if "double charges" - fees levied by the banks at both ends of the transaction - are included. Double charges were discovered in 42.5 per cent of all transactions.

The Commission intends to publish a full report in the autumn, following consultations with the industry.

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NEWS: INTERNATIONAL

Seven samurai defer to Hosokawa Coalition to push hard for reform

WHEN THE seven samurai, Japan's seven opposition party leaders, gathered yesterday, it was appropriate that they deferred to Morihiro Hosokawa, scion of a feudal ruling clan and still sometimes called "my lord" by his loyal constituents.

Mr Hosokawa, 55, has struggled to turn his cultivated elegance into a party political personality, but one reason for his appeal is the obvious difference between a self-consciously thoughtful individual and the abrasive confidence of many other Japanese politicians.

If all goes according to plan in the next few days, Mr Hosokawa will become prime minister, but he will take office having explained little about his political ideas, other than that he wants "reform" and a "new way of political thinking."

His stay in office could be short, as the seven samurai are a strange mix of people and ideas, and could fall out permanently over issues ranging from a rice market opening to nuclear power development.

They issued a vague statement yesterday, which was general enough to keep all happy but resolved none of their disagreements on policy detail.

In the end, Mr Hosokawa was preferred to Mr Tsutomu Hata, the leader of the Japan Renewal party, supported by several opposition parties, but thought to have uncomfortably close ties to the Liberal Democratic party. Mr Hata's defection from the LDP brought down the government, and his party is confident his turn as prime minister will come.

Inevitable comparisons were being made yesterday between Mr Hosokawa and his grandfather, Prince Fumimaro Konoe, prime minister from 1937 to 1939, and again from 1940 until just before the attack on Pearl Harbour in 1941. Prince Konoe had thought himself capable of containing the Japanese military, but overestimated his powers of influence and underestimated the consequences of aggression in China that he had approved.

Having formed the Japan New party only a year ago, Mr Hosokawa has been carried quickly by circumstance to within reach of the leadership. But he has taken time to mature politically, beginning

his career as a journalist on the left-leaning Asahi Shimbun, where he had the bracing experience of being taken hostage by student activists.

In 1971, representing the LDP, he was elected to the upper house of the national parliament and was re-elected six years later, serving as a member of the faction run by Mr Kakuei Tanaka, the former prime minister. Mr Hata's JRP is an extension of the Tanaka faction, and when many Japanese want "political reform," they mean an end to the rough and ready, money-fuelled Tanaka-style politics that has dominated the LDP.

Mr Hosokawa will take office having explained little about his political ideas, writes Robert Thomson

Mr Hosokawa switched to local politics in 1983, when elected governor of Kumamoto prefecture. In the south, where he enhanced his family's reputation as the local version of royalty. He is an 18th generation Hosokawa and keeps up the regal image, and his distance from mere politics, by playing tennis with members of the Imperial family.

Encouraged to take a third term in 1991, Mr Hosokawa declined, saying that politicians are corrupted if they remain in the same powerful job for too long. As governor, he once suggested the water be turned off in central Tokyo so that politicians and bureaucrats would better appreciate the need for decentralisation, a favourite theme of most provincial leaders.

But Mr Hosokawa was generally regarded as a mild man of considered opinions. The gentleman politician's renewed interest in national politics is best explained by his wife, Kayoko, who said he inherited high standards of personal discipline from a family tutor who liked to berate him with: "How can you become the head of a samurai family?"

At this point in his life, he doesn't really have any ambi-



Morihiro Hosokawa: accepted candidacy as PM in a meeting of the seven coalition parties yesterday

tion for honour or power or success. The motivation to become a politician is not that he wants to be a great man, but that he can see a mission created for him by history.

Mrs Hosokawa explained. The problem with Morihiro Hosokawa is that he has not been able to explain the mission, apparently motivating him, though supporters say a detailed explanation could lead

to the collapse of his coalition. The past few weeks have shown that he does have fine political timing, as he let other parties call him to the leadership and left open the possibility that he would join the LDP in a coalition.

Mr Hosokawa's priority is political reform, but even his coalition partners have private reservations about the proposals they publicly support.

When the serious talk starts, he will face the possibility of a quick split and a new election.

Like his grandfather, Mr Hosokawa could find that he has overestimated his political skills. In this case by underestimating the difficulty of controlling a coalition including socialists, the religious right wing, and a few hardened LDP backroom operators who have their own ambitions.

By Robert Thomson in Tokyo

DOCUMENTS intended to outline the policies to be pursued by the coalition of parties aiming to form Japan's next government yesterday provided clues to some of the issues which could easily divide them.

In putting together the policy statements, the seven parties from the lower house, plus one pro-reform grouping from the upper house, were careful to pay respect to the sensitivities of each member and use language vague enough to keep everyone happy.

The coalition members are the Social Democratic party, the Japan Renewal party, the Komeito, the Japan New party, the New Horizons party, the Democratic Socialist party, and the United Social Democratic party. They were joined by the Democratic Reform party, an upper house group, which will not vote for the prime minister.

Their policy agenda began with an all-embracing, idealistic agreement affirming their intention to push for political reform by the end of this year, and made clear that there will be no sudden shifts in foreign or economic policy. They are in favour of peace, market forces, and safe food and energy supplies.

More interesting is the fine detail further down in their accord, which promises a "people-oriented" budget next year, as well as the decentralisation of government functions, a pet policy of Mr Morihiro Hosokawa, the JRP leader and a former provincial governor, who is annoyed by the concentration of resources in Tokyo.

The parties agreed to discuss an income tax reduction, which is already on the discussion table, and to co-operate with other nations in solving international trade imbalances through "market-oriented economic rules," a reference to the US pressure on Japan to reduce its large and growing trade surplus.

While supporting a resolution of the Uruguay Round of multilateral trade talks, the parties declare they are opposed to the opening of Japan's rice market, one of the still unsettled agricultural issues and of particular interest to politically influential farmers' groups.

However, Mr Hosokawa, as well as senior members of the JRP, have argued in favour of rice imports, and the policy appears to have been included to ensure the support of the SDP, the largest opposition party, which is against liberal-

Coalition's policy accord

■ Reform of the political system by the end of the year, including the introduction of system of single-seats and proportional representation, as well as tougher punishment for corruption and a ban on corporate donations

■ Strengthen Japan's international profile by playing an important role in the quest for peace and disarmament by honouring existing basic policies on diplomacy and defence

■ Base economic policies on market forces, and maintain co-operation with other countries in a stable development programme; take responsibility for strict safety controls on food and energy generation

■ Show remorse for involvement in the (second world) war, and show willingness to promote peace in and development of Asia and the world

■ Encourage development of a lively, welfare-minded, and cultured society

isation. Trade reformers in the JRP may be counting on a collapse of the coalition before a Uruguay Round agreement.

The SDP had also opposed participation in the UN peace-keeping operation in Cambodia, but has relented for the sake of the coalition, which says Japan should "co-operate in UN-led international peace-keeping operations". The parties also plan to "pursue the reform of the UN, presumably including a permanent seat on the UN security council."

A coalition government would want to "reform the education system" and make Japanese children "individually and independent."

Foreign ministry officials expressed concern that a coalition government would be unable to react quickly to an unexpected crisis. There was also concern at the ministry that the parties would want to freeze or cut defence spending if they are in charge of preparing the next budget. Another foreign ministry official said the coalition will have difficulty dealing with tough trade requests from the US.

Officials at the finance ministry expected no substantial changes in budgetary or taxation policies by a coalition, and are reassured that Mr Tsutomu Hata, JRP leader, is a former finance minister.

S Korean group's break-up 'illegal'

By John Burton in Seoul

SOUTH KOREA'S constitutional court yesterday ruled as illegal the government's 1985 dissolution of the Kukje group, then the country's seventh largest conglomerate.

The decision could have widespread implications for relations between Korean industry and the state.

The forced dismantlement of Kukje was part of an industrial restructuring programme in the mid-1980s by the government of President Chun Doo-hwan, the country's former military dictator. Almost 80 financially troubled private companies were merged, liquidated or sold by government order.

The court ruling is likely to set the stage for extensive legal battles as Mr Yang Chung-mo, the Kukje founder, and other owners try to recover confiscated assets that were distributed to other industrial groups.

The court, acting on an appeal filed by Mr Yang, declared that Mr Chun's actions were an arbitrary use of presidential powers.

When Kukje encountered financial difficulties in late 1984, President Chun refused to allow Korea First Bank, the group's main bank, to provide new loans to rescue it. Instead, Kukje was declared bankrupt in February 1985 and divided up, with its 20 subsidiaries sold to other companies.

Kukje's leading footwear business and trading operations were transferred to Hanil Synthetic Fiber. Kukdong Construction acquired Kukje's securities subsidiary, which is now Dongsuh Securities, one of Korea's biggest brokerage firms. Union Steel Manufacturing, the nation's largest producer of cold-rolled steel sheets, was sold to Dongkuk Steel Mill.

The Chun government justified its action by arguing that Kukje's problems resulted from over-expansion and poor management. But when parliament dissolved the government after Mr Chun's resignation in 1987, it was told that Kukje's dissolution was caused by Mr Yang's refusal to give political donations to the president and his party.

Mr Yang said yesterday the ruling "has paved the way for me to rise again as a businessman and I will rebuild the Kukje group."

The Federation of Korean Industries welcomed the court's ruling, which represents a psychological victory for Korean conglomerates, or chaebol, in their relations with the government.

Japanese industrial output falls 5.1%

By Gordon Gramb in Tokyo

INDUSTRIAL production in Japan is in its longest ever downturn, figures from the Ministry of International Trade and Industry showed yesterday.

Output in June fell 5.1 per cent year-on-year, its 21st successive month of decline. The previous record stretch was 20 months from May 1974 to the end of 1975. The economic environment

which will be inherited by whichever government is formed in the coming weeks is thus the gloomiest for nearly a generation.

The latest fall was the worst since February, when a 5.8 per cent annual fall was recorded. It bears out a warning earlier this week by Mr Osamu Takatori, director general of the Economic Planning Agency, that recent data appeared to give the lie to earlier

assumptions that the corner had been turned.

For the second quarter as a whole, industrial production was down 4.5 per cent from the same period of 1992 and 1.7 per cent below that of the first three months of this year.

On a month-on-month basis, though, seasonally adjusted output for June emerged 1.3 per cent higher, the first rise since March, when a 2.5 per cent

upturn was followed by two months of downward movements.

Shipments rose 2.1 per cent in the month but, reflecting the amount of destocking of goods still in the pipeline, inventories rose 0.4 per cent for a second successive monthly rise.

Compared with a year earlier, the reining back of supply and demand meant inventories were down 4.9 per cent and shipments off 4.8 per cent.

Budget to halve Zimbabwe deficit

By Tony Hawkins in Harare

ZIMBABWE'S finance minister Bernard Chidzero yesterday presented a deficit-cutting budget designed to satisfy the country's World Bank and IMF creditors.

By containing spending increases to under 10 per cent while projecting a 23.5 per cent rise in revenue, Mr Chidzero was able to promise that the deficit will be halved in the current year to June 1994 to 5.4 per cent of GDP from 11 per cent in 1992/3.

Substantial savings were possible with the reduction in drought relief expenditure and the cut in subsidies from more than Z\$200m (\$39.9m) last year to Z\$272m in 1993/4. Drought relief assistance is down to

only Z\$50m from Z\$300m last year.

Despite a 14 per cent rise in defence spending and increases of 12.6 per cent in education and 9 per cent in health, the budget deficit is projected to fall from Z\$3.4bn last year to Z\$2.1bn in 1993/4. This assumes a rather stronger recovery from drought and recession than generally forecast in the private sector.

Mr Chidzero is predicting 4 per cent growth in GDP this year, which private sector economists regard as hugely optimistic, especially in the wake of the publication this week of official figures showing that industrial production fell by more than 23 per cent in the first five months of the year while mining output was

down 2 per cent in the first quarter.

Surprisingly too, in a budget which provides very little information on the state of the economy, Mr Chidzero makes no mention of the deepening crisis in the tobacco and beef industries.

Government spending is forecast to fall to 38 per cent of GDP from 44.6 per cent last year while revenue will be little changed at around 33 per cent of GDP. As expected Mr Chidzero reduced the top rate of personal income tax to 45 per cent from 50 per cent, applicable to people earning over Z\$8,000 a year while the corporate tax rate is cut to 40 per cent from 42.5 per cent.

The main tax increase is the expected 33 per cent rise in pet-

rol duty, though the actual price increase is likely to be somewhat greater because distributors have also been promised an increased operating margin. Duties on beer and cigarettes have been raised while, to protect the domestic industry, duty increases have been imposed on imported wines and spirits.

The budget has been welcomed by the business community but economists have been quick to point out that it rests on two very fragile assumptions - that the recovery from drought and recession will be much stronger than widely forecast and that the government, in the run-up to elections due in 18 months' time, can impose a 10 per cent cut in real public spending.

AZT 'effective on Aids'

By Paul Abrahams

AZT, the controversial treatment for the Aids-causing virus, HIV, is effective in slowing progression to Aids, according to a large-scale study published yesterday in The New England Journal of Medicine.

The study appears to contradict another trial, the Anglo-French Concorde study published earlier this year, which called into question the effectiveness of the drug in HIV-positive patients who had not developed the disease.

AZT, also known as Zidovudine, and manufactured by the UK pharmaceuticals group Wellcome, remains the only treatment licensed for HIV-positive patients without symptoms.

The new trial compared the drug with a placebo on 993 asymptomatic patients for an average of two and a half years in Australia and Europe. All patients had a CD4 cell count - a measurement of the immune system's strength - of above 400. A normal level is more than 1,000.

The trial showed that, compared with those on the placebo, the CD4 counts of those on AZT were half as likely to develop Aids or Aids-related diseases or to suffer a deterioration in CD4 cell counts below 350.

In an editorial about the most recent trial, The New England Journal of Medicine concluded: "The results show a statistically significant advantage with early therapy and

good tolerance of zidovudine [AZT]. . . The implication is that most patients should be treated, but the benefit may be greatest if therapy is begun when CD4 cell counts are over 300 to 400."

The Concorde study took a broad range of asymptomatic patients, many of whom had CD4 cell counts well below 400 and some as low as 200. It may be that AZT is less effective in such patients.

The new trial supports earlier studies suggesting AZT is effective and contradicts the Concorde programme. Wellcome has maintained the preliminary conclusions of the Concorde trial, the full results of which have yet to be published, suffered from statistical problems.

Nigeria ails beyond the public eye

WHILE Nigeria's government has been absorbed by the political chaos following the June presidential elections, the economy has been sliding deeper into crisis.

The drop in the oil price last week, to around \$16.50 a barrel, is a warning to President Ibrahim Babangida, or his successor, that Nigeria's oil exports cannot resolve a growing balance of payments deficit.

"What worries me most is the complete lack of direction in economic policy," said the head of one Nigerian bank.

The military regime hoped to find that direction in January by creating a civilian Transitional Council to inject life into a structural adjustment programme, which has failed to impress the international creditors and has earned the contempt of most Nigerians.

Mr Ernest Shonekan, a leading industrialist who heads the Council, delivered a 1993 bud-

get in January based on three expectations that have not been met: tight control on government spending; a debt relief agreement with Nigeria's official creditors; and a minimum oil price of \$17.50.

"The lack of fiscal discipline is the bane of our economy," said Mr Shonekan in his budget speech. He proposed "greater fiscal co-ordination and a total clampdown on extra-budgetary releases" to cut the budget deficit to N26bn (\$746m) in 1993.

The Central Bank of Nigeria (CBN) has yet to publish official figures, but bankers estimate that the budget deficit in the first quarter of the year alone reached N20bn, whilst the rate of inflation has accelerated well beyond the 46 per cent recorded for 1992.

Mr Shonekan also set up two committees to make government finances more open. However, "neither of these committees has made its find-

ings public", said a western economist.

The failure to report on accounts which keep the revenue from an estimated 200,000 barrels of oil a day outside budgetary control has been one of several stumbling blocks in Nigeria's negotiations with the International Monetary Fund.

Economy suffers in political maelstrom, writes Paul Adams

During formal talks in May, the Nigerian delegation and a combined IMF-World Bank team failed to reach agreement over the oil revenue figures, the exchange rate policy, and a method to phase out the domestic fuel price subsidy.

The collapse of the IMF talks was a serious blow to the Transitional Council. An Enhanced

Structural Adjustment Facility (ESAF) would provide soft loans and unlock a debt relief package from the Paris Club of official creditors, which is owed about \$16.5bn by Nigeria, over half its external debt. If Nigeria qualified for the Trilateral Terms, over half of that debt could be wiped out.

But a Transitional Council plan to remove the oil subsidy was overruled by the ruling military council, and the supply of foreign exchange from the Central Bank to the private sector has been just 10 per cent of funds required, which has widened the gap between the official and parallel market rates to 70 per cent.

"The IMF is not interested in a standby agreement, they want a three-year programme and they do not want to negotiate with a regime which has no track record and no future after August 27" - the sched-

uled handover date - said one western diplomat.

Arrears in debt service to the Paris Club topped \$4bn this year and the budget does not provide for any interest payments on foreign debt, for which \$2bn is due. Further evidence of Nigeria's insolvency came in March when the CBN suspended payments to foreign suppliers worth over \$2bn, or nearly half this year's budget allocation of foreign exchange for imports. The CBN has still not announced how this backlog in payments is to be cleared, but there are inadequate foreign reserves to cover it.

"Whichever way they tackle it, these arrears are going to give a shock to the economy," said a leading banker. "If the bills are honoured, it will put heavy pressure on the exchange rate. If they default and issue promissory notes, it will damage Nigeria's credibility among foreign creditors."

Nigeria: debt scenario

	1992 Est.	1993	1994	1995	1996
Current account balance/GDP	-2.0%	-1.1%	-1.1%	-0.9%	-0.9%
Debt service ratio	71.5%	58.5%	37.9%	37.5%	35.5%
Debt/GDP	113.2%	98.7%	85.5%	81.1%	76.2%
Oil price (\$ per barrel)	19.58	19.47	19.82	20.31	20.82

Source: IMF scenario based on oil price assumptions in table

Demjanjuk acquitted

ISRAEL'S Supreme Court yesterday acquitted John Demjanjuk of being the sadistic "Ivan the Terrible" who operated gas chambers at the Nazi Treblinka concentration camp in the second world war, writes David Horvitz in Jerusalem.

Documentation from other Treblinka guards obtained after Mr Demjanjuk was convicted and sentenced to death in 1988 cast "reasonable doubt" on the evidence identifying him as Ivan, the file Israeli judges concluded unanimously.

The former Treblinka guards identified Ivan the Terrible as Ivan Marchenko, an elderly darker man than Mr Demjanjuk. The court was persuaded, however, that the Ukrainian-born Mr Demjanjuk, extradited from the US in 1986, had been an SS guard at Sobibor and other concentration camps but chose not to convict him since they were not included in the original indictment and since he had not been given adequate opportunity to defend himself. Mr Demjanjuk heard the ruling without obvious emotion. His son, John Jr, by contrast, pronounced himself "absolutely delighted" and said he would ask the US authorities to allow his stateless father to return to the family home in Cleveland, Ohio.

Treblinka survivor Mr Josef Czorny, who testified against Mr Demjanjuk at the original trial, said after the ruling that he was still convinced Mr Demjanjuk was "the arch murderer of Treblinka" and that the acquittal was "a terrible mistake."

The case is bound to have implications for other war crimes investigations because of the doubts it casts on reliability of eye-witness evidence 50 years after the second world war.

FRIDAY JULY 30 1993

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S Korean group's break-up 'illegal'

By John Burton in Seoul

SOUTH KOREA'S constitutional court yesterday ruled as illegal the government's 1983 dissolution of the Daewoo group, then the country's seventh largest conglomerate.

The decision could have widespread implications for relations between Korea's industry and the state.

The forced dismantling of Daewoo was part of an attempt to restore the government's control over the economy by the late President Chun Doo-hwan, the country's then military dictator. At the time, Daewoo's assets were divided into three parts: one part was sold to private companies, another part was sold to government companies, and the third part was sold to the government.

The court ruling is likely to set the stage for a new round of legal battles as the Daewoo group, the largest Korean conglomerate, and other owners try to recover confiscated assets. The court said that the assets were distributed to the constitutional groups.

The court, acting as a appellate court, said that the assets were an arbitrary exercise of presidential power.

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NEWS: THE AMERICAS

Brasília loses Battle of the Zeros

By Christina Lamb in Rio de Janeiro

BRAZIL's President Itamar Franco yesterday conceded defeat in the Battle of the Zeros and signed a decree cutting three noughts from the country's inflation-battered cruzeiro, changing its name to the "real cruzeiro".

The move comes as a relief to a population whose mental skills have been stretched to the limits by the present exchange rate of about 75,000 cruzeiros to the dollar. The digits involved in even basic sums do not fit on calculators, causing havoc in the financial sector.

Even the low paid are receiving monthly wage packets in millions of

cruzeiros: a Big Mac hamburger costs Cr200,000, a basic television Cr300m and buying the cheapest new car requires well over Cr1bn.

The announcement, signalling the fourth currency change in seven years, came as a surprise. Mr Franco has always been firmly against the idea, once saying: "The last thing poor Brazilians need is to see their money devalued". He even sacked his last but one finance minister in February for having the audacity to announce that he wished to cut three zeros from the currency.

Since then the president has presumably been won over by the central bank, which long ago ran out of famous Brazilian bank notes, resorting

to Amazonian fishes (there are 2,000 varieties).

As news of the change spread yesterday, critics accused the government of cosmetic measures to disguise inflation, which is forecast to top 34 per cent a month in August. The main television channels ran warnings that the removal of three zeros from prices did not mean the items had become cheaper.

Unlike previous changes the announcement of the new currency is not to be accompanied by an economic shock package or banking holiday, both of which have become taboo following the failure of previous economic plans.

However, the new real cruzeiro, fol-

lowing the country's economic Truth Plan announced in May, could prove to be an unfortunate choice of name. There is no sign of economic stability despite the best efforts of Mr Fernando Henrique Cardoso, the new finance minister.

With presidential and congressional elections due next year the national mint is likely to be busier than ever.

The changes to the currency are due to come into force on Monday. The Cr5m note, due to appear in September and decorated with a nameless cowboy, is expected to be scrapped.

But with inflation running at 1,500 per cent a year and rising, it should not be too long before Brazilians are all big-spending millionaires once again.

NY judge dismisses Altman charges

By Patrick Harverison in New York

US GOVERNMENT attempts to prove that Mr Robert Altman helped the now-collapsed Bank of Commerce and Credit International gain illegal control of a US bank were dealt a blow yesterday when a New York judge dismissed four of the eight criminal charges against the prominent Washington lawyer.

Judge John Bradley of the New York state supreme court did not explain why he dismissed the charges, which included the most serious count of bribery. The move came in response to a call from Mr Altman's lawyers for a dismissal on the grounds that federal prosecutors had failed to prove the lawyer had received bribes from BCCI.

The prosecution had alleged that during the 1980s Mr Altman participated in a conspiracy to allow BCCI illegally to acquire First American Bank shares, Washington's biggest bank. Mr Clark Clifford, a former US defence secretary and leading figure in the Democratic party, was indicted on the same charges last year but was deemed too ill to stand trial.

During the four-month trial prosecutors argued that Mr Altman and Mr Clifford, who were senior officers of First American, acted as "front men" for BCCI, which secretly controlled the Washington-based bank.

The two lawyers were accused of accepting millions of dollars of bribes from BCCI in the form of loans, share profits and legal fees.

Although yesterday's dismissal is a victory for Mr Altman, he still faces four counts, including charges that he schemed to defraud regulators by submitting false documents.

His defence team began its presentation yesterday, and is due to conclude by August 9.

The indictments against Mr Altman and Mr Clifford were filed in July last year.

Senate wrangles hit National Service scheme

By Lisa Branstetter in Washington

PRESIDENT Bill Clinton's National Service plan has run into trouble in the Senate with Democrats unable to break the Republican will to prevent a vote on the measure.

The House of Representatives this week passed Mr Clinton's plan to create a domestic version of President John Kennedy's Peace Corps, whose participants would also earn money towards higher education.

In the Senate, however, the plan has fallen victim to the partisan wrangling that has plagued many of the president's proposals.

The Democrats have a 54-seat majority in the Senate, but need 60 votes to cut off debate and force a vote on the measure. Five Republicans voted with the majority, leaving the Democrats one vote short.

The House agreed on Wednesday evening to Mr Clinton's plan to grant \$5,000 a year in educational benefits in return for community service work, with a handful of Republicans joining the Democratic majority. But it scaled back the educational stipend to \$4,725.

"National service is a bipartisan concept... and it is a shame to have it treated like a political football," said Mr Rick Allen, deputy director of the White House's Office of National Service.

Some Republican senators,

led by Ms Nancy Kassebaum of Kansas, support the concept of national service, but believe the president's plan is too expensive. The White House has been seeking a compromise with her, so far without success.

The president's plan calls for \$394m for fiscal 1994 with no set spending amounts for the next four years.

Mr David Durenberger, a Republican senator, and Democratic Senator Edward Kennedy introduced an alternative plan that scaled the programme back to three years and set spending at \$300m for the first year and \$500m and \$700m for the next two years. Ms Kassebaum believes spending should be limited to \$200m in the first year and \$400m and \$600m for the next two years.

If the White House were to win Ms Kassebaum's support she would probably be followed by enough Republicans to overcome the filibuster.

There are, however, a number of Republicans who seem prepared to block passage of the bill at any cost. Senator Phil Gramm of Texas, for example, cites the programme as an example of "tax-and-spend" politics of Democrats and the president who are not doing enough to fight the deficit.

"It doesn't have to do with Clinton having victories, it has to do with the number one problem in the country," said Mr Larry Neal, a spokesman for Mr Gramm.

Loan loss provisions hit profits for World Bank

By George Graham

THE World Bank has reported a sharp drop in last year's profits as a result of higher provisions against the risk that loans to the former Yugoslavia would not be paid back.

Net income fell to \$1.13bn (\$750m) for the year ending June 30, against \$1.66bn the previous year, after the bank increased its loan loss provisions by \$610m to \$3.15bn.

The bank announced in May that it would increase its loan loss provisions from 2.5 per cent of loans outstanding to 3 per cent, citing "a deterioration in the outlook for the col-

lectibility of loans to, or guaranteed by, the Federal Republic of Yugoslavia and the Republic of Bosnia-Herzegovina".

Yugoslavia was one of the World Bank's biggest borrowers, with \$2bn of loans outstanding last year. While Croatia and Slovenia are paying their portions of this debt, Serbia-Montenegro, Bosnia and Macedonia are not.

Bad debts from these three republics, together with those of Congo, Iraq, Liberia and Syria, amount to 2.4 per cent of the World Bank's outstanding loan portfolio.

The bank also increased its

target ratio of reserves to loans from 11 per cent to a range of 13-14 per cent over the next two fiscal years. At the end of June its reserves amounted to \$11.7bn, or 11.4 per cent of loans.

While the World Bank is not a conventional profit-seeking corporation, its net income is important to its financial solidity, which enables it to borrow in the capital markets at keen rates.

It also provides part of the money for the International Development Association, the subsidiary which offers low cost loans to the poorest countries.



President Bill Clinton is joined in Washington by a group of executives from leading US companies in a show of support for the president's package of tax increases

Gaviria pins hopes on oil

By Ken Warr

RISING oil revenues could push Colombia's economic growth from last year's 3.6 per cent to an annual 5-6 per cent, President César Gaviria said yesterday.

Mr Gaviria, on a three-day official visit to Britain, suggested that if the country made progress in its fight against political and drug-related violence, "growth through the rest of this decade will be even higher".

The president is pinning his hopes for higher growth on the Cusiana and Cupiza oil fields,

in Colombia's eastern Andes. The fields are being jointly developed by BP, Total, Triton and Colombia's state-owned Ecopetrol.

BP has estimated production will reach 150,000 b/d by the end of 1995, but a second stage of development could take output to 600,000-800,000 b/d in 1998, a prospect Colombian officials greet with barely concealed excitement.

Colombia now produces about 450,000 b/d of crude, exporting some 180,000 b/d.

Mr Gaviria said his country was able to deal with the potentially inflationary conse-

quences of soaring oil revenues, and stressed the independence of the central bank.

Earlier in his trip, aimed principally at boosting trade and British investment in Colombia, he signed an agreement with Mr John Major, the British prime minister, to co-operate on confiscating proceeds from drug trafficking.

The agreement would commit both countries to trace, seize and confiscate drug assets, according to a British official. However, a hoped-for investment protection accord between Colombia and the UK failed to materialise.

NEWS: WORLD TRADE

Nafta ministers hunt for consensus

By Nancy Dunne in Washington

THE trade ministers of the US, Canada and Mexico yesterday gathered in Washington to begin their final attempt to resolve differences over enforcement of labour and environmental laws and mechanisms to finance the costs of the North American Free Trade Agreement.

Mr Thomas Hocking, the Canadian trade minister, said before beginning talks with his counterparts - Mr Mickey Kantor of the US and Mr Jaime Serra Puche of Mexico - that the three would have to meet next week to finish the supplemental agreements designed to

protect jobs and the environment and to guard against import surges.

On Capitol Hill, there were further signs yesterday that NAFTA is in political trouble. There were reports that the Clinton administration had rejected proposals for a "Nafta plus" package, which would include the side pacts and a North American Development Bank. Plans to announce a "Nafta czar" to press the agreement through Congress have also been delayed without explanation.

The National Economic Council is said to have opted for a two-track policy, creating both a commission to implement clean-up and water treat-

ment projects, and a funding entity in the Inter-American Development Bank to provide financing.

Supporters of the so-called NaftaBank include many Democrats who otherwise oppose Nafta. Among them is Congressman Esteban Torres, who said he was "appalled the administration is shooting itself in the foot" by rejecting the idea of an independent development bank, which would loan funds to communities in all three countries damaged by the restructuring of the job base in North America.

Rarely a day passes without opposition being voiced against Nafta. On Tuesday 100 Democratic congressmen wrote to

President Bill Clinton requesting that he delay Nafta until healthcare reforms are completed.

On Wednesday Congresswoman Marcy Kaptur and several other colleagues released data showing that soil and water samples they had taken on a visit to the US-Mexican border were contaminated with industrial pollutants.

The Institute for Policy Studies, a progressive think-tank, issued this week an analysis of 34 companies which have set up lobby efforts in the US. The report said at least nine of the companies had shipped thousands of jobs to Mexico and 10 of them were among the top 30 US polluters.



Mickey Kantor: final assault

Japanese brewer gets rid of Chinese froth

Robert Thomson on making a joint venture work



Foreign Investment Mountain Beer

WHEN Kenzo Yanagi arrived at the Chinese city of Lianyungang to take control of Japanese brewery Suntory's joint venture producing a brew called Flower Fruit Mountain Beer,

a brand inspired by a Chinese fairy tale, he recommended an important shift in marketing strategy - change the name. "It was a bit rural. We needed something that reflected a modern Chinese sensibility," said Mr Yanagi. The venture was launched in 1984, but began producing profits last year after a decade of reforms to the management structure, the beer recipe and, as Mr Yanagi put it, the "workers' consciousness".

Hoping to flood the Chinese market with Flower Fruit Mountain Beer and earn foreign currency from exports, the hardened joint venture partners now have clearer goals. Their beer has a 95 per cent share of the market in the area around Lianyungang, a port city in Jiangsu province, and they are cautiously taking aim at Shanghai.

The Japanese company has a 50 per cent stake in China Jiangsu Suntory, capitalised at \$13m (\$2.7m), sharing ownership with the Lianyungang Light Industry Bureau, which has 30 per cent. Two state investment bodies, the Jiangsu International Trust and Investment Corporation (JITIC) and the China International Trust and Investment Corporation (CITIC), each have 10 per cent.

Sales last year rose almost 30 per cent, Mr Yanagi said, after the launch of two premium brands, New Century and Prince.

In the four years Mr Yanagi worked in Lianyungang, the brew was improved by replacing the barley used by the Chinese partners with imported materials and, later, with Suntory-developed barley from a farming venture in the area. In earlier years, the venture could not get permission to import

materials and was stuck with the inferior product.

Suntory also experimented with the brewing process and swapped yeast types, but the big adjustment, Mr Yanagi explains, came with "consciousness". The company at first adopted a Japanese-style management system, intended to inspire workers with regular gradings, work targets, and peer pressure.

Mr Yanagi says the 400 workers found positive motivation from a different source - money. "We discovered that these Japanese-style gradings did not have such a good effect. But money is a very good incentive in China. A bonus system was developed so that about 60 per cent of earnings are now base salary and

advertisements showing fashionable young Chinese with Jiangsu Suntory on the table. An incentive scheme was devised for distributors, who are entitled to a free trip to Tokyo or Hong Kong if they meet sales targets.

But Mr Yanagi said competition was tough in China's beer market, and would get tougher with the expansion of other foreign joint ventures. Having refined the product, he is gradually expanding the target area. "We do very well in our area, but to the north (Shandong), you have Tsingtao beer, which is dominant. Beijing is a very difficult market - the city has 13 breweries."

Shanghai is more promising, prompting Jiangsu Suntory to sell through two hotels in the city, though the deals were a result of local *guanxi* (connections), and not drinkers discovering a superior brew. Nanjing, the capital of Jiangsu, has also been targeted, but there, as elsewhere, retail networks are greased by kick-backs and an honest operator can find doors difficult to open.

As for exports, there were trial shipments to the US, Singapore, Italy and Malaysia, but the quantities were small and the cost of marketing far greater than the returns.

"In contracts, the Chinese partner likes to put in a specific figure for exports. In our contract, we said that we would try to export as much as possible, but we did not make a specific obligation. We did not accept a target."

The depreciation of the yuan has created disagreement among the partners on valuations. The Chinese side insists on valuing the imported machinery in local currency, while the Japanese company wants it converted to foreign currency, believing that the worth is understated.

But the disputes are fewer than when Mr Yanagi arrived in Lianyungang: "It is very difficult to be clear about what will happen in China, but the beer market is not so bad. We are now making profits. I think we should extend the venture (expiring in 1999) for another 10 years."



ABB eyes Russian power venture

By Andrew Baxter

ASEA BROWN BOVERI, the Swiss-Swedish engineering group, is in talks which could lead to it becoming the first western company to produce power plant from a former Russian defence factory.

ABB confirmed this week it was in joint-venture discussions over the future of a Russian defence and aero-engine factory, although it declined to say where the factory was or with whom it was negotiating.

It added it was talking to a number of possible partners about joint ventures in Russia.

The Zurich-based company is known to be considering developing local production of power plant in Russia. Use of a former defence and aero-engine plant could enable it to produce equipment such as gas turbines for the local market.

ABB is keen to sell combined-cycle gas turbine plants in Russia, which many observers believe would be a better option for Russia, with its

abundant gas supplies, than modernising its nuclear power stations.

Other western power equipment manufacturers have ventures in Russia, but not with defence factories. Siemens of Germany has a joint venture with Leningrad Metal Works, a St Petersburg steam turbine producer. The venture, Inter-turbo, will develop and manufacture gas turbines for the Russian market and eventually for export.

GEC Alsthom, the

Anglo-French engineering group, signed a co-operation agreement in 1991 with the Kirov Works, another St Petersburg steam turbine producer. The deal covers the manufacture, assembly and packaging of 25MW gas turbines for the Russian market.

ABB has in recent years placed greater emphasis on expansion in eastern Europe - particularly Poland, the Czech and Slovak republics and Hungary - and views Russia as a long-term opportunity.

Athens acts on airport

THE Greek government has selected a German consortium led by Hochtief to build and operate a new airport for Athens in a €2.5bn (£1.5bn) project, due to be completed by 1996, Kerin Hope reports.

The Hochtief consortium will cover 65 per cent of the financing, with Greece contributing the remainder through an €400m grant from the EC and an airport departure tax.

Linde venture

Linde, the world's largest lift truck producer, is forming a joint venture to produce lift trucks in China from a factory to be built at Xiamen, Fujian province, Andrew Baxter writes.

The joint venture, with Xiamen Fork Lift Truck Plant, will produce about 20,000 lift trucks a year. It requires capital investment of about DM150m (£80.3m).

Telecom alliance

Belgacom, Belgium's state telecoms company, has announced a strategic alliance with Pacific Telesis of the US to build and operate the country's first digital cellular mobile network to the pan-European GSM standard, Andrew Adonis reports.

Treuhand extends coal field deadline

By Judy Dempsey in Berlin

AN Anglo-American consortium which is poised to buy east Germany's giant Mibrag brown coal fields has been granted an extension of the sole negotiating rights by the Treuhand agency charged with privatising east German industry.

The Treuhand, which owns Mibrag, granted Powergen, the British-based utilities company, and NRG of Milwaukee, a subsidiary of Northern States Power Company, the sole negotiating rights until July 31, but will agree to extend them for another few weeks for "technical reasons". A banker involved in the

negotiations said yesterday that the contract was in its "final stages. This is an enormous contract. The lawyers are working flat-out" to complete it.

The contract, which entails the consortium buying the lignite fields, which straddle the eastern states of Saxony, Anhalt and Saxony, is also linked to its purchase of a 44 per cent stake in the Schkopau power generating plant near Leipzig. The acquisition of the power plant will give the consortium a stepping stone into the utilities sector in east Germany, which is monopolised by west Germany's three large utilities. It is expected to pay DM1bn (£390m) for the mines.

Veba unit brokers Russia barter deal

By Ariane Genillard in Bonn

MEDIUM-SIZED German mining equipment manufacturers, fighting for their survival as Germany reduces its domestic coal production, have set up a consortium to sell mining equipment in Russia. The barter deal has been brokered by Raab Karcher, the diversified trading arm of Veba, the west German energy group.

Raab Karcher, which had a 1992 turnover of DM10.5bn (£4bn), recently signed a contract to import 350,000 tonnes of hard coal from the Karagandai mine in Kazakhstan. Proceeds from the sale of coal - to be marketed mostly in Germany, England and

France - will partially go toward repaying the German enterprises delivering mining equipment in Russia.

The deal, which will be in part financed by subsidies from the state of North Rhine-Westphalia, aims to give a second life to small mining equipment producers by opening new markets in east Europe.

Manufacturers of coal mining equipment and spare parts are struggling to cope with falling orders as German mines reduce hard coal capacity from the current 65.5m tonnes output to an estimated 50m tonnes by the year 2005. Germany hopes to replace its expensive local production with cheaper imports.

New law proposed to protect privacy

By Robert Rice
and Raymond Snoddy

A NEW LAW giving people in England, Wales and Scotland the right to sue for damages up to £10,000 for invasion of privacy was put forward yesterday by the government.

to privacy should be recognised in law. It proposes a new civil remedy allowing an individual to sue for any invasion of privacy which causes substantial distress.

Privacy would not be defined precisely but would cover a person's health, personal communications and family and personal relationships.

available to the press, media, banks, credit agencies, government bodies and others accused of infringing privacy. These defences would include consent, lawful authority, absolute and qualified privilege as in defamation cases and a public interest defence.

The government does not intend to make legal aid available for privacy cases. The remedies would include dam-

ages up to a maximum of £10,000 and injunctions to prevent publication of material which would result in an infringement of privacy under the new law.

Launching the green paper yesterday Lord Mackay, the Lord Chancellor said after years of cross-party study, "the time has come to ensure that the law protects the privacy of everyone."

The proposals received a mixed response from the newspaper industry to which they are primarily addressed. Mr Andrew Neil, editor of the Sunday Times attacked them as "very dangerous proposals" which would "protect the privacy of politicians but neutralise robust journalism."

Sir Frank Rogers, deputy chairman of The Telegraph group and chairman of the

Newspaper Publishers Association which represents national newspapers said the industry approach had been to accept that there were aspects of life that should remain private but that any legislation should apply to everyone.

Yesterday's consultation document has come out in advance of the associated policy document (white paper) on press regulation.

Britain in brief



Lloyd's in fresh US court 'win'

Lloyd's of London claimed victory in another US court case involving pollution. The New Jersey Supreme Court reaffirmed two lower court decisions in favour of insurers in a case involving Morton International. Morton sued its insurers for the recovery of contamination clean-up costs at Berry's creek, New Jersey. Costs of the clean-up were estimated at \$100m. Insurers had provided coverage between 1960 and 1975.

environment. Mr Robert Key, Minister for Roads and Traffic, said yesterday.

BP Energy wins contracts

BP Energy, a division of British Petroleum, has won contracts for two combined heat and power projects and is negotiating a third - with a total value of £80m. The company will build a CHP plant for Nestlé's Rowntree operations at York and for Charlton Papers, part of the Bowater group, near Canterbury. CHP plants generate electricity using waste industrial gases as well as recycling the heat from the generation process.

Girobank sale criticised

The House of Commons public accounts committee has criticised the department of trade and industry and the Post Office over the sale of the state-owned Girobank in 1990 for £88m less than the book value of its assets. The post office is also castigated for not seeking further bidders for Girobank - Girobank's corporate leasing and hire purchasing business which was sold separately to Norwich Union.

Progress at Canary Wharf

The administrators of Olympia & York Canary Wharf, the office development in the London docklands, have won the approval of the High Court to put together an arrangement that could take the project out of administration.

The significance of the move was played down by the administrators who said it was "merely a technical stage in the administration process".

It will allow them to put formal proposals to the project's creditors, if and when they are developed.

Negotiations are continuing on the issues that will allow the project to come out of administration, including the extension to the Jubilee Line underground service.

The administrators, from Ernst & Young, the accountancy firm, have won permission to put together either a Company Voluntary Arrangement, which involves an informal scheme of compromise by creditors, or a Scheme of Arrangement, a more formal route out of administration.

Record price

The singer Elton John sold his record collection - for £181,694 (\$269,000), at Sotheby's. It consisted of more than 25,000 LPs and 23,000 singles, and was bought, through secret tender, by a private collector from St Louis, US.

Elton John is giving the proceeds to the Terence Higgins Trust, an AIDS charity.

DEFENCE PROCUREMENT

MoD 'right' to award contract for ship to VSEL

By Daniel Green
and Chris Tighe

VSEL Shipbuilding subsidised its winning bid for a Royal Navy ship in a competition against rival Swan Hunter, a government report said yesterday.

But the Ministry of Defence was right to give the contract to VSEL because the price gap between the two bids was much bigger than the subsidy, said the National Audit Office, the government spending watchdog.

Tyneside's Swan Hunter bid £71m more than VSEL to build the ship, a helicopter carrier, and called in the receiver when it lost the contract in May.

The NAO said the MoD estimated the level of VSEL's support at £25m to £30m on a £139.5m bid. But yesterday sources close to the Barrow-in-Furness company said the true figure was a little more than £10m.

Mr Noel Davies, VSEL's chief executive, defended the support. "We have recovered all our variable overheads and have made a contribution to fixed overheads. It's a contract which is better to have than not to have."

The report also contradicted allegations by politicians that the MoD had unfairly favoured VSEL. It said the MoD "treated both tenderers in a fair and even-handed manner."

Much of the £71m difference in the bids was the result of lower overheads at VSEL's civilian subcontractor, Kvaerner Govan on Scotland's River Clyde. It said. However, the NAO warned the MoD that if Swan Hunter closed, VSEL might have a monopoly over some types of shipbuilding.

Mr Roger Vaughan, former joint chief executive of Swan Hunter, said: "Creating a monopoly is not an approach to the defence manufacturing industry which is likely to lead to the maintenance of a defence manufacturing base."

Mr Alex Marsh, also former joint chief executive, said Swan Hunter had understood

the MoD's budget was around £170m. He declined to comment on why, given this, the company thought a £210m bid might be acceptable.

The report said the MoD was aware VSEL might become a monopoly supplier of large warships if Swan closed but that it saw that savings from competition more than outweighed the cost of keeping a high level of competition.

"Overall, the MoD concluded that these problems could only be addressed in the context of individual procurements and not as part of an abstract wider strategy," said the report.

The NAO identified and potential risks on the programme and lessons for the future.

● The MoD, aware that Swan Hunter faced receivership if the award of the contract were delayed, accelerated its time-scale and changed its approach. This risked failing to identify the most cost-effective solution, although the department believed this risk was outweighed by the benefits of ensuring effective competition.

● Because of the short time-scales for the Best and Final Offers, the MoD was unable to carry out a full life cycle cost assessment of the two bids.

"This has led to the Department carrying the downstream financial risk that the vessel could be more expensive to operate than originally envisaged," warns the report.

● The MoD's arrangements for merchant classification of the vessel, although refined during the course of competition, were not clearly spelt out in its initial contract documentation, leaving some risk.

● The MoD's approach to availability, reliability and maintainability meant it, rather than industry, bore the risk of achieving what it needed.

● While the department successfully transferred most of the financial risk to VSEL, through use of a fixed price, there remained a risk the total cost could rise if not tightly controlled.



Cabinet ministers Kenneth Clarke, Malcolm Rifkind, and Michael Portillo await the crucial by-election result at Christchurch

BT satellite role faces tighter scrutiny

By Andrew Adonis

THE SATELLITE business of British Telecommunications will be subject to more detailed regulation under proposals published yesterday by OfTel, the telecommunications regulator.

Under OfTel's plans, BT would have to publish a financial statement covering the

activities of its division responsible for selling satellite capacity to rival operators.

The watchdog's proposals would also bar BT from seeking investment contributions from other operators.

Although the satellite business is not a high-profile BT division, the move marks a further extension of regulatory pressure by OfTel.

It follows a series of recent proposals to make the company more amenable to its competitors.

The review of existing arrangements between BT and satellite service providers concerns the provision of satellite capacity with INTELSAT and EUTELSAT, which are funded and operated by consortia of state telecommunications com-

panies.

Three years ago BT established a "signatory affairs office" (SAO) to give independent satellite service operators access to capacity.

BT welcomed the plans to reduce direct contact with competitors, but said it needed to consider the implications of some of the regulatory proposals.

London mobile phone tariff battle nearer

By Andrew Adonis

THE long-awaited mobile telephone price war came closer yesterday, with the unveiling of tariffs by Mercury One-2-One, the new cellular mobile network due to be launched within the M25 (London Orbital Motorway) area within weeks.

One-2-One, a joint venture between Cable & Wireless and US West, will charge only two-thirds the price levied by existing operators for peak-rate calls made from phones on its

new digital network. The discount on charges for calls to phones on the One-2-One network are likely to be still larger.

Vodafone, the leading mobile operator, is launching its own local digital service ("MetroDigital") this autumn. Its tariffs will be lower than those for its existing network, but still be more expensive than One-2-One.

Celnet, the other operator, has yet to announce revised tariffs, but has indicated that reductions are on the way.

Piper Alpha witness loses damages hearing

A WORKER who witnessed the Piper Alpha oil rig disaster from a rescue vessel was not entitled to claim damages for the psychiatric injury he suffered, the Court of Appeal ruled yesterday.

Three judges overturned a High Court ruling that Mr Francis McFarlane, 45, a painter from Alloa, near Stirling, could claim because he had been in fear for his life and safety and the fear had caused the shock which led to his injury.

December that Mr McFarlane was a primary victim of the disaster, in which 164 died in July 1988, because of his closeness to it.

She held that Occidental Petroleum (Caledonia) - now EE Caledonia - the owner and operator of Piper Alpha, had owed Mr McFarlane a "duty of care" and was therefore liable to pay him damages. But yesterday judges ruled that he had erred. The ruling is likely to block at least 10 similar claims against EE Caledonia. An appeal is being considered.

Editor's dual role to end

Andreas Whittam Smith announced he is stepping down as chief executive of Newspaper Publishing, publishers of The Independent and Independent on Sunday after nearly six years.

Mr Whittam Smith has combined the jobs of editor of The Independent and chief executive since early in the life of the publication.

"I have come to the conclusion that doing both jobs is bad for the company and bad for me," the founder of The Independent said.

Annual MoT faces test

The annual MoT car, van and motorcycle roadworthiness test, only recently stiffened to include cracked windscreens, exhaust emissions and cosmetic body corrosion, is to undergo a further review.

It will assess whether the test still provides value for money to motorists, as well as benefits to road safety and the



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TECHNOLOGY

Sounds of the cinema

The success of Steven Spielberg's film *Jurassic Park* has brought reflected glory to a three-year old Belfast technology company.

Audio Processing Technology, which has a staff of just 20, is providing the vital component in the cinema sound system which gives digital, rather than analogue, dinosaur roars.

APT has developed a way of compressing the soundtrack of the film so that it can be put on a compact disc which is synchronised to play alongside the film.

The idea for digital sound first came from Spielberg himself, who wanted to explore the idea of a superior soundtrack to accompany his blockbuster.

Spielberg, along with Universal Studios and others, was instrumental in setting up the Californian company Digital Theatre Systems which builds the cinema playback systems which incorporate APT's technology.

Demand for the sound systems has grown to such an extent that APT's managing director Stephen Smyth believes that there will be more than 5,000 cinemas using the system by the end of year - as far apart as the US, Japan and Europe.

The compression algorithm squeezes the sound into one quarter of the space usually needed by removing the redundancy in the soundtrack. This means the six-channel stereo soundtrack can be supplied on CD. The technique is not dissimilar to that used by Sony to compress music on to its mini-disc system.

Smyth points out the chips can also be used in the transmission of calls over the latest digital telephone lines or the preparation of soundtracks for television programmes.

Cinemas not equipped with the digital system can still show *Jurassic Park* because, as is conventional in film recording, each film has the analogue soundtrack of blood-curdling screams and the pounding of prehistoric feet optically recorded alongside the pictures.

A further advantage of this, reassures Smyth, is that should the latest digital equipment break down, the projection would automatically revert to the analogue soundtrack.

Della Bradshaw

When former US President Ronald Reagan revealed the Strategic Defence Initiative to an awe-struck television audience 10 years ago, he captured the imagination of the world.

To many, the concept of a defence system which would intercept nuclear missiles in space seemed the perfect palliative to a world fearful of nuclear war. To others, it seemed an impossible dream, and the programme's nickname, "Star Wars", captured the scepticism and hope the project inspired.

If the Star Wars initiative is not yet dead, it is certainly on its last legs. Earlier this year, SDI was forced to change its official name to the Ballistic Missile Defence Organisation (BMDO), and to shift its priorities from space-oriented research to ground, or "theatre", missile defence.

The proposed 1994 budget has allocated no resources to space-based interceptors, the heart of the Star Wars programme, and a pending Congressional bill looks set to cut funding for the office's other projects further. Almost \$30bn (£20bn) was poured into SDI over the last decade, and now that the project is facing demise, it is natural to question whether any good came out of the massive initiative.

Although the goal of catching nuclear missiles in space remains little more than a dream, a dazzling array of new technologies has been developed by Star Wars researchers.

From the beginning, the SDI office boasted an aggressive scheme to transfer technology to the private sector and many companies are making use of these new tools.

The wide range of technologies available attests to the ambitious nature of the SDI initiative. Discoveries range from medical advances to computer software and new materials. Products on the market today include synthetic diamonds for use in industrial cutting, laser shows for Disney World, and three-dimensional computer software for architects.

The BMDO office maintains a database with descriptions of 2,000 new technologies spawned by SDI. The number of technologies listed is far more impressive than the sales they generate, though.

According to the BMDO, hundreds of companies are now relying on Star Wars discoveries, but most of those groups are small, with annual sales of \$10m or less. Many companies are still in the research and development phase, without any products yet on the market. Still, those involved with the SDI spin-offs say annual sales are a poor measure of the new technologies' success.

"A lot of these companies will see their sales mushroom over the next few years," says Aram Mooradian,

The US Star Wars initiative has led to a wide range of discoveries, says Victoria Griffith

Heavenly inspiration



chairman of Microcor, which helped develop laser systems for SDI. "Also, a lot of this is what you call 'enabling' technology - technology that can enable the development of a multi-billion dollar industry."

Microcor's sales may not be that large, but we're working on laser components for a \$4bn sector. Microcor is currently developing a miniaturised laser product which would add clarity to the images produced by projection television - television which is projected on to a big screen. Laser and computer software were two of the most prolific sectors of SDI research, and both have proved especially applicable to the medical field.

"We came up with a computer programme designed to track ballistic missiles after they took off," said Kendall Preston, president of Kensal Corporation, which worked on Star Wars research.

"We had to deal in detail with a three-dimensional world. When we started looking around for alternative markets, the medical field was the first thing that came to mind."

Kensal Corporation now produces three-dimensional pictures of human tissues to help physicians develop treatments for their patients.

Another company making a successful shift to the medical market is AccSys Corporation. The founders of the company were originally asked to develop an accelerator for neutral particle beams, which would be used to distinguish decoys

from actual nuclear missiles. Today, the group uses the technology in proton therapy for cancer patients. With the new accelerator, a beam projects high-energy protons into a patient.

"The protons go through matter with no damage," said Robert Hamm, president of the group. "But then they are deposited in the tissue where the tumour is located. There, their energy explodes and kills off the targeted cancer cells."

The transfer of technology from SDI to the private sector has been a herculean task for the defence department. The SDI group has spent years matchmaking between the developers of technology and their markets.

SDI targeted small companies rather than large corporations, under an initiative called the Small Business Innovation Research (SBIR) programme, which continues to provide a small amount of funding.

"We had a limited amount of money and decided it would make a bigger impact on smaller companies, which are more research and development oriented," said Nicholas Montanelli, who heads the SBIR programme.

Since its inception, the programme organised several conferences a year to allow its suppliers to meet potential customers. The conferences were attended by representatives from a number of different industries, and developers of technology for SDI were periodically invited to deliver half-hour presentations on their research.

The job of the representatives was to discover how some of these technologies could be used in industry. All intellectual property rights for the new technologies also belonged to the companies developing the new products. Many of the companies that are now marketing SDI technology were started by individuals once working for the federal government.

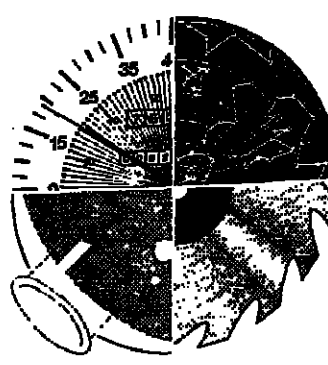
"The key to a good technology transfer programme is having certain people who want to go with the technology and start up a company on their own," says Peter Clout, a former employee of the national Los Alamos Laboratory and today president of Vista Control Systems, a company selling software developed with SDI funds.

"You can't just wrap the technology up in a parcel and put it in the mail."

The worth of the Star Wars initiative will probably be debated for years to come. While \$30bn may have been a high price to pay, there can be no doubt that a number of useful technologies has emerged from the project.

Whether or not these will translate into the billion-dollar industries many of their developers are hoping is still uncertain.

Worth Watching · Della Bradshaw



Wiring boost for the smaller car

An innovative form of car wiring harness, claimed to be 30 per cent lighter than conventional wiring, is to be incorporated in a small car to be launched by Nissan next year, writes John Griffiths.

Called "flexible flat circuit", and developed in partnership with Mitsubishi's cables subsidiary, it is stamped out of flat conductive material and covered with insulation to form a sandwich-like board - in essence, an adaptation of printed circuit technology. The circuitry is cheaper to produce and install than conventional wiring looms, which are assembled from single wiring strands that often have to be pre-heated to be bent around the car's operating mechanisms. Nissan: Japan, 03 5565 3148.

A secure move for personal computers

Most computer security devices prevent unauthorised access, copying of discs or the spread of viruses. Swift-Tech, of Huntingdon, has produced a device which does all three.

The Sysecure, which is compatible with almost all PCs, is a mechanical lock which attaches to the floppy disc drive and controls the power supply to them. By tapping a pin number into the keypad the PC can be used. Two security levels mean some users can access data from the floppy disc, while others can only use data held on the computer's memory, preventing virus-ridden discs being introduced and software being illegally copied. Swift-Tech: UK, 0480 433100.

Essential tool for the home worker

Working from home has meant a surge over the past year in the

use of domestic facsimile machines in the US, according to the latest report from BIS Strategic Decisions.

Of those people questioned who operated a business from home, 47 per cent had bought their fax machine in the past year. Of the respondents who took work home from the office, 89 per cent said their machines had been purchased in the last 12 months.

The report, *User Requirements for Home Facsimile Product*, concludes that need, rather than falling prices, has proven the driving force behind the purchases. BIS Strategic Decisions: US, 617 982 9500.

Flying high with diesel power

Trials have begun on the Isle of Wight of a diesel-powered engine for light aircraft. The designers believe the use of diesel oil, as opposed to aviation gasoline, will save £10,000 on a flying time of 500 hours - the purchase cost of the engine.

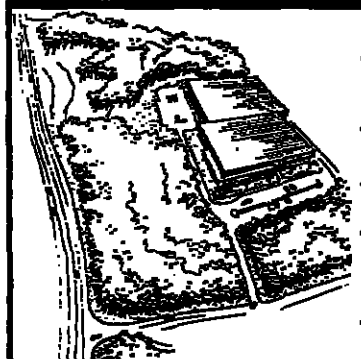
Although designers have been aware of the benefits of diesel engines in the past, use of the fuel has resulted in torsional vibration, which produces an uneven twisting action of the crankshaft and consequent risk of propeller failure. ABE Engines, of Ryde, have overcome this by putting the components in a novel configuration which gives the Ashton engine an inherent balance and reduces the loads reaching the crankshaft. ABE Engines: 0883 403468.

Designed to run on air

Runners can now buy high-technology running shoes which borrow as much from the car industry as they do the world of sport. Adidas' tubular technology enables runners to customise their shoes by blowing up parts of the soles in a similar way to blowing up a car tyre.

The tubular shoes contain two chambers of air-filled rubber in the outer sole - the part of the sole which comes in contact with the ground. By blowing up the two chambers, the runner can adjust the cushioning and stability. The shoes, on sale next week in France, Germany, the UK and US, come with a digital pump and guidance on the appropriate pressure. Adidas: UK, 061 419 3500.

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THE PROPERTY MARKET

A move to the country

Lloyd's Register, the ship classification society, shares little more than its name with Lloyd's of London, the insurance market. But it plans to follow the example of its namesake by constructing a new office building designed by the architect Richard Rogers.

The plans are once again controversial. This time, however, the controversy is not about the design of the building, but rather about the company's decision to move from London to Liphook in Hampshire. Assuming the building wins planning permission, it expects to move by 1996.

There is little doubt that the society needs to leave its existing offices, which are overcrowded, dilapidated, and

expensive to maintain. "We have slum-like conditions," says Mr Patrick O'Ferrall, the society's chairman.

But critics are not convinced that the move out of London is justified. It will uproot 60-80 per cent of Lloyd's 1,350 staff and will loosen the society's 233-year-old ties with one of the world's leading centres of maritime business in favour of one with no shipping tradition. "The move is sad for Lloyd's

Register, sad for the City of London and sad for shipping," lamented a recent editorial in Lloyd's List, the newspaper. "... It cannot be good for London's future as a world shipping centre that the leading classification society is set to add to the diaspora."

But Mr O'Ferrall defends the plans for the move, which he set in motion when he joined the society as deputy chairman in early 1991. The relocation is "good for our customers, good for our staff and thus good for Lloyd's Register and the wider community," he says.

Certainly the reason cannot be financial. The collapse of rental values in the City and the expected out in London rate bills after 1995 have made the capital less expensive.

The 376,000 sq ft building is budgeted to cost about £34m, but the cost of relocating the staff will be far greater. The society may have difficulties in assigning the lease on its Croydon office building, which is currently occupied by its industrial and engineering services division.

It has planning permission for a 275,000 sq ft office building on its Fenchurch Street site. But what its value will be by 1995 is highly uncertain. Although there is no clear financial case for the move, Lloyd's believes it is justified by the need to improve its

facilities and a bus service to and from the nearest station.

An extra problem for its employees may be the disruption suffered by their spouses, two-thirds of whom are in employment. That said, those who work in London will find that Liphook is within commuting distance.

Lloyd's is not severing its link with the City entirely. It is keeping one of its City buildings, the listed Fenchurch Street headquarters by Thomas Colcutt - one of the finest turn-of-the-century buildings in the City - for the use of senior staff, particularly those involved in marketing. It intends to use videoconferencing facilities to communicate between London and Liphook. Nonetheless, it is hard to dis-

pute the conclusion that Lloyd's decision to move is a blow for London. Central London has lost about 60,000 jobs over the past seven years through relocations. The flight of companies, which reached record levels in 1991, has slowed down as a result of the recession. But as Lloyd's decision shows, the City cannot take the continued presence of even its oldest companies for granted.

Central London has lost about 60,000 jobs through relocations

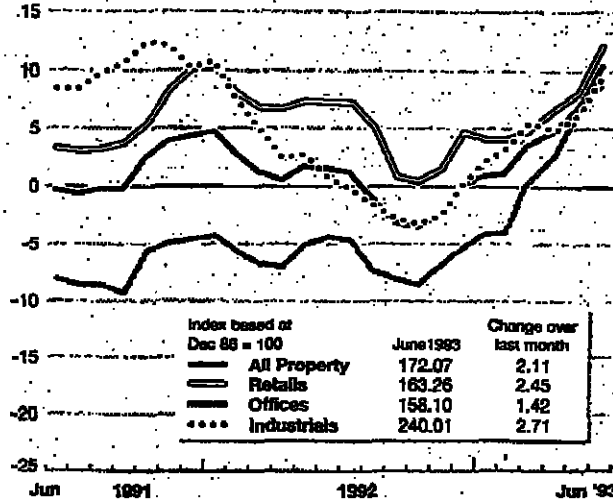
Relocation will loosen the society's ties with the world of maritime business

expensive to maintain. "We have slum-like conditions," says Mr Patrick O'Ferrall, the society's chairman.

But critics are not convinced that the move out of London is justified. It will uproot 60-80 per cent of Lloyd's 1,350 staff and will loosen the society's 233-year-old ties with one of the world's leading centres of maritime business in favour of one with no shipping tradition. "The move is sad for Lloyd's

IPD monthly index for June

Quarterly return annualised (%)



Values improve

Commercial property values have risen for the first time in more than three and a half years, according to the June figures compiled by the Investment Property Databank, a research group.

A rise in values across all the sectors pushed the capital growth index up by 0.5 per cent for the month. The improvement stemmed from a further shortening of yields, which dropped from 9.9 per cent to 9.8 per cent. However, rental values continued to decline, leaving the all property rental growth index at its lowest level since December 1989.

stood at 2.5 per cent for the second quarter of 1993, against 0.8 per cent for the first.

Capital growth showed a marked improvement over the previous quarter, averaging 0.2 per cent, but rental values fell by 3 per cent compared with their 2.5 per cent decline in the quarter to March.

The recovery of the first six months of the year will, if it persists at roughly the same rate, be sufficient to produce an end-of-year return to the IPD monthly index of between 5 and 7 per cent.

Rentals were the best performing sector in June at 1.5 per cent, compared with 0.6 per cent in May.

WALES 2

■ REGENERATION

Private sector role is crucial

IN the centre of Merthyr Tydfil stands a large notice. Redevelopment of the town is being undertaken, the board states, by Chesterfield Properties in conjunction with the borough council assisted by the Welsh Office and an urban grant.

The Merthyr project is only one of more than 30 town-centre schemes being undertaken across Wales. Nearly all of them are partnerships between the public and private sectors. Urban regeneration has become one of the most important parts of the work being undertaken by the Welsh Development Agency, which is quietly in the background of the Merthyr scheme.

"The essential characteristic of the programme is that it should be seen as a joint venture," says Mr David Farnsworth, director of the agency's urban development department. "We are attempt-

ing to bring all sides together for the benefit of the areas involved."

A record £30m is being spent this financial year, Mr Farnsworth says, in towns ranging from Holyhead in the north to Barry in the south, from Milford Haven in the west to Caldicot in Gwent and Wrexham in Clwyd in the east.

Some are large: at Holyhead, capital investment of £3.1m is being undertaken while Merthyr has been allocated £3.2m.

Elsewhere the sums may be relatively small: £150,000 in Pontarddulais to develop the town's proximity to the M4 motorway or £200,000 in Conwy to make part of the centre a pedestrian precinct, improve the flow of traffic through the historic town and improve parking for the thousands of visitors who flock in during the summer.

The urban programme is geared towards investment in

those places which have the potential to become growth sectors of the Welsh economy.

"We bring together public and private finance to create greater value and enhanced quality of investment," Mr Farnsworth says.

"The involvement of the private sector is crucial because this is just as much a partnership as that successfully launched by the agency a couple of years ago to produce more investment in the property sector."

Although there have been urban development schemes undertaken in Wales for some years, a co-ordinated programme did not really get under way until 1990 with the arrival of Mr Farnsworth at the agency's Cardiff headquarters.

In 1990-91 the WDA put just £4.8m into urban regeneration, which was supplemented by £5.5m from the private sector.

This year the agency will pump in £30m which should attract another £50m from the private sector and in 1994-5 the agency's budget is planned to be £36m while it expects the private sector to put in £120m. "Between 1990 and 1995 we expect some £240m of private-sector money to have been levered in the Welsh economy," Mr Farnsworth says.

This spending is not just on new shopping centres or traffic-management schemes. Landscaping and new infrastructure work is taking place this year in Llanelli: business development projects are being pursued in the Cynon Valley; and tourism facilities are being improved in Holyhead.

There is land reclamation at Barry; dockside redevelopment at Caernarfon; improved car parking at Caerphilly; a new access to a supermarket site will be built at Pontypool where there are plans to make the canal more attractive to visitors; and an indoor market and the De Valence pavilion will be redecorated at Tenby.

"Large or small, these are all seen as enhancing the growth potential of their areas," says Mr Farnsworth.

The biggest of the joint-venture schemes is taking place at Swansea, Wales's second city. Swansea has already undertaken a large amount of new

investment, building a barrage across the river Tawe, a marina and maritime quarter, an enterprise park and a hotel, all with official support from a variety of quarters.

Over the next five years it expects to invest about £27m from the public sector alone on improving the city's accessibility, its traffic management, clearing sites, attracting hotels, smartening property, and building houses, offices and factories.

The city believes this will attract £200m by the year 2003 which could lead to another 6,700 jobs being created directly and a further 4,500 indirectly.

Plans such as this have led to the European Commission taking a close interest in the way Wales is managing its urban programme. "We are attempting to change traditional approaches," Mr Farnsworth says.

Brussels officials are keen to see how the Welsh approach to public-sector management can be used elsewhere in the European Community

"The traditional management of towns has been to spend money on a problem when it arises. But towns are too complicated for such a simple approach."

"We are seeking now to make opportunities the most important factor. Instead of taking a departmental approach such as any borough director would do, we are looking at a town's economic needs and finding the most satisfactory solutions."

Earlier this year Mr Farnsworth and his team were asked by the European Commission to discuss their methods. Brussels officials are keen to see how the Welsh approach to public-sector management can be used elsewhere in the Community.

It is one way in which the Welsh approach is leading Europe.

Anthony Moreton

■ PROFILE: Victoria

A community created from the slag heaps

THE Ebbw Fawr valley, on the edge of Ebbw Vale in Gwent, was within living memory a Hades of a steelmaking mill, collieries, slag heaps and railway tracks, crossing a land contaminated with red furnace dust, writes Roland Adaburg-ham.

The steelmaking ended in 1978; the collieries closed, and the land was reclaimed, at a cost of £20m, for last year's national garden festival. The festival, the last in a series of five in the UK, attracted 2m visitors and encouraged those who came from outside Wales to realise that the old image of the valleys was outdated.

The big question, though, was what should happen after the festival closed last October. Would the steeply sloped site, with its thousands of planted trees and shrubs, be allowed to decay into an unkempt wilderness?

Instead, the area was planned to have a full "after use", with the parkland retained and a village named Victoria, with business and industrial units providing local jobs. To achieve this, the Victoria Partnership has been established - a joint venture between the Welsh Development Agency, Blaenau Gwent borough council and Gwent county council.

Today, construction equipment is making access roads, and the first of 500 homes have been completed and sold by Redrow. Meanwhile, gardeners look after the festival's tropical plant house, the lake and 60 acres of ornamental gardens and woodland.

Mr Robert Croydon, of King Sturge, property consultants to the partnership, says:

"There were three objectives: to arrest migration from the heads of the valleys, with people moving away because there were no quality homes, environment or jobs; to bring back people who had already moved away to the coastal belt; and to encourage people to come who had no prior connection with the area."

Nealon Tannon, a Bristol firm of architects, was chosen to design the village centre of Victoria Green with small shops and a family pub.

Around it will be a mixture of houses for rent and sale and, nearby, self-build homes. There may be sheltered accommodation and a nursing home.

"We are trying to get a balance between young and single people and the elderly," says Mr Croydon.

Sculptures and four of the festival pavilions have been kept for such uses as a church and a village hall.

To provide jobs, there are business and technology parks, alongside the recently built regional headquarters of Welsh Breweries.

The festival at its peak employed 3,000 people, some of them redundant miners and steelworkers. Long-term, it is hoped there may be about 1,000 jobs created by the shops and business parks.

Victoria is due to be completed by the year 2000, when it should be possible to judge whether a genuine new community has been created out of the slagheaps of the past.

■ Oil and gas strike brings fresh hope for Clwyd economy

Waiting for the bonanza

THE county of Clwyd in North Wales has struck oil - or rather a consortium of Hamilton, Lismo and Monument Oil has struck gas and oil in Liverpool Bay, a few miles off the Clwyd coast. What Clwyd hopes for, long term, is a bonanza.

Most believe it cannot come quickly enough, for some aspects of the local economy are on what Paul Roberts, head of economic development at Clwyd county council, says is a "knife-edge".

Clwyd lost about 10,000 jobs with the closure of much of the Shotton steelworks more than 10 years ago. It was close to clawing most back through inward investment and growth, but in 1991 lost 1,200 more at United Engineering Steels at Brymbo, near Wrexham.

Meanwhile, continuing recession in world aviation markets means dangling uncertainty for British Aerospace, which employs 800 people on executive jets and 3,000 on Airbus wings in the county.

Inward investment brings jobs, but usually not many at a time. For example, when Amcor, a packaging company, recently decided to set up a corrugated cardboard factory in Clwyd, it brought in only a tenth of the jobs lost with the Brymbo steelworks closure.

What Clwyd needed therefore was something to give it a big leap forward and attract clusters of new investment. The newly-discovered oil and gas fields of Liverpool Bay look like providing it.

Indeed, for all the trumpeting of Toyota's decision to locate its engine plant in Clwyd near the now highly efficient strip-processing remnants of Shotton steelworks, Hamilton's discovery is widely expected to prove much more significant.

Toyota will eventually create about 300 jobs - about 100 people have been taken on already - and although this should lead to more among component suppliers, many will not be local. Exploitation of Liverpool Bay looks like offering bigger local prospects. Gas is to be piped ashore to a

terminal at Point of Ayr, on the tip of the Dee estuary. Oil will be removed directly from the field by ship and in the early stages at least will bring no direct benefit to Wales. The gas will involve initial developments costing £1.2bn.

From the terminal, gas will be piped about 15 miles to Connaught Quay, near the Queensferry border with England, there to fire a 1,350 MW, £580m power station which GEC Alsthom is building for Powegen.

Go-ahead for the entire development came in the spring after more than a year of delays. First, conservationists on both sides of the Dee estuary objected to the terminal, which will be near a nature reserve.

A public inquiry cleared the way for David Hunt, then Welsh Secretary, to approve the terminal in February, but by then the pit closures debate had seen the electricity generators' "dash-for-gas" put on hold, so the power station was stalled.

The first contracts were finally let at the end of May after the project was eventually cleared by government. Work on the £60m terminal has started, with immediate knock-on economic effects.

AOC International has the contract but associated civil engineering works are being done by David McLean Contractors, which is based in Clwyd town of Flint, creating 700 local jobs immediately. A total of 3,000 construction jobs are expected overall, with the first gas reaching Wales in 1996. Although the project will leave only 200 permanent jobs, Mr Roberts expects Clwyd to be in position to exploit what should be some attractive industrial infrastructure.

"We hope to attract to the region energy-intensive projects which can take advantage of such abundant supplies of gas and electricity. We think this might give us the basis for building good, long-term jobs."

"In the past we have played the numbers game. We have tried to retain employment as jobs drained away through closures by attempting to attract labour-intensive industries. We

are now developing a base that should prove attractive to companies looking for higher skills, where people will be able to earn higher wages," he adds.

This is critical for male jobs in particular. Clwyd's male unemployment rate is 14.7 per cent - nearly three times worse than that for women, currently 5.3 per cent.

Redressing this imbalance would go some way to counteracting one of Wales's perpetual problems - a low gross domestic product per head relative to other parts of Britain. What Clwyd is hoping to get from new high technology industry is better value added in manufacturing, higher wages, and a more widely multi-skilled workforce with better local spending power.

The local professional infrastructure to back this up is developing. Mr Peter Richards, senior partner of Clement Jones & Co, a firm of solicitors based in Holywell, is sure the Liverpool Bay developments will stimulate growth across the board.

A native of Crickhowell in South Wales, he joined the firm in 1973 after university and articles in Liverpool. He

has since expanded it to 14 offices - eight in Clwyd, four in Gwynedd, and two in Cheshire - with more than 100 employees, including six partners. He claims his is now the biggest commercial law firm in North Wales.

Clwyd as a county is aiming for 25,000 new jobs by the year 2000, split equally between services and manufacturing. It also wants at least 500 export-focused companies by then.

Not all of the old world has been swept away, however. There is one working colliery left - ironically, at Point of Ayr. It has survived the coal closure review, although with only half its former complement of 470 men.

Clwyd's leaders fought as hard to save it as they did for the gas terminal and power station which, many believed, threatened the pit's doom. However, the two fights were parallel, not inter-dependent, for the colliery's market is Ffildier's Ferry power station at Wlades on the banks of the Mersey, about 30 miles away. The old and the new look like co-existing for some time.

Ian Hamilton Fazey

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	Wales	UK
Area (sq km).....	20,788	242,520
Population (000's).....	2,886	57,649
Male population (000's).....	1,404	28,132
Female population (000's).....	1,482	29,518
Economically active (000's).....	1,232	26,048
Population density (per sq km).....	138.7	236.7
Age structure (% of total pop.):		
Below 16 years.....	20.5	20.4
Above pension age.....	18.0	18.3
Population growth per annum.....	0.3	0.2
Per 1,000 of the population		
Live Births.....	13.2	13.8
Deaths.....	11.8	11.3
Live Births outside marriage ²	32.3	29.8
Economy:		
GDP (£ billion).....	21.3	487.0
Per head:		
GDP (£).....	7,365	8,516
Personal disposable income (£).....	6,059	7,071
Consumers expenditure (£).....	5,755	6,381
Housing:		
Owner occupation (%).....	72	68
Average new dwelling price (£).....	51,100	62,800
Council house sales ³	28.1	25.9
Education:		
Education expenditure (£bn).....	1.178	21.754
Percentage spent on:		
Nursery & primary education.....	31.0	29.1
Higher & further education.....	21.2	18.6
Pupil-teacher ratio primary.....	22.2	21.9
Pupil-teacher ratio secondary.....	15.6	15.4
16-year-olds staying on ⁴	71.2	74.9
Health:		
Health expenditure per head (£).....	372.8	353.4
Waiting lists ⁵	18.3	8.8
Total HIV infections.....	302	19,065
Unemployment: ⁷		
Unemployed as % of workforce.....	10.4	10.7
All unemployed.....	14.3	14.4
Male unemployed.....	5.2	5.7
Female unemployed.....	13.2	3,000.5

Notes: ¹ 1981-91 annual average population growth. ² Live births outside marriage as a percentage of all births. ³ Total sales 1979-91 as a % of stock at end 1991. ⁴ Number of 16-year-olds staying on as a % of total 16-year-old population. ⁵ People waiting over a year as a % of total, Wales and England. ⁶ Unemployment figures not seasonally adjusted, April 1993. Source: Regional Trends 28, 1993, Employment Gazette.

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INFRASTRUCTURE

Time-saving benefit for inward investors

GWYNEDD, the north-west corner of Wales that is forever Cymru, has a new benefit to offer inward investors - the time taken to travel from the Britannia Bridge across the Menai Straits to Anglesey to the county's local airport.

The airport, which handles 13m passengers a year and runs daily scheduled services to Chicago, Atlanta, Los Angeles and two to New York, is the fastest growing in Europe and is at Manchester.

Mr Brian Rees Jones, the Welsh Development Agency's regional manager for North Wales, this month did the journey twice with an American businessman to prove it was no fluke to accomplish it in an easy 75 minutes.

This is new. The journey was always hindered by a depressing bottleneck across the River Conwy on the border with Clwyd where traffic crawled and queues lengthened each year in the summer.

In 1991, however, a tunnel under the river solved the problem. Apart from two near-completed sections of only a few hundred yards each, it is now motorway or dual carriageway all the way from Bangor to London, Liverpool, Leeds, Manchester or Hull - and the ferries to Europe are less than four hours away.

"Manchester Airport is now our local airport," says Mr Ewryn Lloyd Evans, director of economic development and planning for Gwynedd County Council. "We only wish they would realise this in Cardiff."

He is referring to the Welsh Office, which frequently stresses the convenience of Cardiff's airport - from where a feeder service flies to Manchester - in its promotional material for Wales in general. Gwynedd is at least four hours away from it.

Completion of the A55 road from Chester to Anglesey has cost about \$600m over a couple of decades. Gwynedd has felt an immediate benefit.

In 1991-92, the county attracted 23 projects in terms of inward investment or expansion. It is already certain to equal the figure this year. The comparison with previous years is startling: Mr Jones says the annual average had been stuck at five since the mid-1980s.

The road emphasises what has always been true about North Wales - its infrastructure runs west to east and its regional economic affinities are with north-west England. This is where many of the companies Mr Jones is now courting are based. Others are in the Republic of Ireland and, because of the airport, the US.

"Our greatest asset is now the A55. Linked to that, we have also got our act together to exploit it. The A55 has

opened up this area and focused all our minds on what we want to do," he says.

The WDA, county council and Targed - the training and enterprise council for the area - are developing a strategy aimed particularly at sectors such as food and drink, health care, broadcasting and the media.

Mr Huw Vaughan Thomas, the county's chief executive, has forged particularly close links with Targed, to help ensure that training delivers the sort of multi-skilling that will provide the right sort of adaptable, flexible workforce.

He has culture on his side: two-thirds of the 240,000 population are fluent Welsh speakers who, by tradition, have always valued education. Mr Thomas says Gwynedd has more than half of Wales's A-level passes in information technology.

"We need more professional Stena Sealink is beefing up its Dublin-Holyhead services with new high-speed ferries that will cut journey times by 100 minutes

and technological activities to retain more young people in Gwynedd," he says. Too many still migrate elsewhere in Britain for work. He says unemployment rates of about 12 per cent remain his biggest problem, especially since they rise to 20 per cent in parts of Anglesey and, in winter, in the Llyn peninsula.

Recent inward investors such as Thistle Trading, however, are very happy with what they have already. Thistle employs 70 near Bangor, making sweat-shirts, tee-shirts and boxer shorts for Marks and Spencer and will soon be taking on 36 more.

The project is an expansion by Abbey Textiles of Nuneaton. Mr David Reardon, Abbey's managing director, says availability of labour, plus a £15,000 training grant from Targed, made him choose Gwynedd rather than Derbyshire, the Black Country or South Wales.

Mr Maurice Reynolds, an Irishman, who is managing director and co-owner of McIninch Reynolds, Anglesey's abattoir, is particularly pleased with the infrastructure. His is the only EC-approved slaughterhouse in North Wales. The A55 now ensures easier journeys in and out.

He has exploited this by selling genuine Welsh lamb - guaranteed so by being both reared and killed in Wales - to Asda in particular. The company has invested £350,000 recently and has £2.5m set

aside for more improvements. It can process as many as 20,000 sheep a week and 1,500 cattle.

The link to the airport is proving particularly valuable to Austin Taylor Communications which makes cable installation equipment and telephone connection components opposite the old Penrhyn slate quarry at Bethesda.

The company, which was one of North Wales's first inward investments in 1947, nearly founded recently after diversifying into switchboard equipment and coming unstuck against the giants of the industry. It is now part of Communications Systems of Minneapolis.

Mr John Hudson, the managing director, uses Manchester's Chicago service regularly, as do his US colleagues. The company is coming back strongly in niche markets, employing 130 and exporting 30 per cent of its sales, which are at \$5m a year and growing.

Meanwhile, infrastructure improvements are begetting others. Stena Sealink is beefing up its Dublin-Holyhead services with new high-speed ferries that will cut journey times by 100 minutes to less than two hours, so as to exploit the A55.

Mr Thomas says tributary roads will soon open up the Llyn, and he wants improvements to Holyhead town centre - and its road to the Britannia Bridge made a dual carriageway - to prevent bottlenecks on Anglesey.

Tourism is also being boosted, with ease of access encouraging more day-tripping from Ireland as well as north-west England.

Even the by-passed town of Conwy is doing better. People now go there to visit its impressive castle and quaint quayside, not for a traffic-jammed ordeal.

The local barometer is a tourist attraction on the quayside which claims to be the smallest house in Britain - it is 72 inches wide, 100 inches deep and 122 inches high; people queue to go in one at a time and mount the stairs to view the tiny bedroom.

Ms Margaret Williams, an author and journalist who inherited the house from her father, says trade was 25 per cent up last year and is performing well this summer.

Here is not the only traditional Gwynedd business to be doing well out of the county's history. Alfred McAlpine's Penrhyn slate quarry recently had a repeat order it is particularly proud of: it was from Harvard University, which wanted to match the last slate it ordered from Bethesda 150 years ago.

Ian Hamilton Fazey

WALES 3

INDUSTRY

High tech has replaced the smoke stacks

FEW things epitomise the new face of industrial Wales better than the arrival of Robert Bosch outside Cardiff two years ago to produce a new generation of alternators for the motor industry.

The £100m investment was new, the product was new, the end markets were new. For the German company, motor equipment is the most important part of its £5.4bn business and it had decided to locate its most advanced factory in a country that was once best known for its heavy industries - coal, steel, engineering, chemicals and metals.

"We chose Wales," says Dr Kurt Liedtke, managing director of the company's British arm, "because the site was close to the M4 motorway, the ports of Cardiff and Southampton and because we wanted to be close to the new motor manufacturers such as Nissan, Toyota and Honda which have set up in the UK."

"South Wales has a history of industrial excellence and so Bosch knew its employees would have the necessary technical skills which could then be further developed through re-training programmes."

If Bosch is a leading example of the new industrial Wales it is far from being the only one. Almost across the road from its plant, British Airways has built the largest hangar in Europe to service its Boeing 747 Jumbo fleet. Electronics, motor parts, food processing, pharmaceuticals and biotechnology abound. High technology has replaced the smoke stack industries of the past.

In case it be thought that the new Wales is only based in the south, the little town of Newport, in mid Wales, is home to Control Techniques, one of the fastest-growing producers of variable-drive motors. Hamil-

ton Brothers is building a gas and oil plant at Point of Ayr in Clwyd. Euro/DPC is making medical diagnostic products at Llanberis in the shadow of Snowdon. And Toyota has an engine plant at Shotton.

"The process of attracting new industry has resulted in a transformation in Welsh business and industry over the last 15 years," says Mr Ian Kelsall, Welsh director of the Confederation of British Industry.

"An enormous number of new jobs has been created and there has been a very large expansion in manufacturing industry in the country."

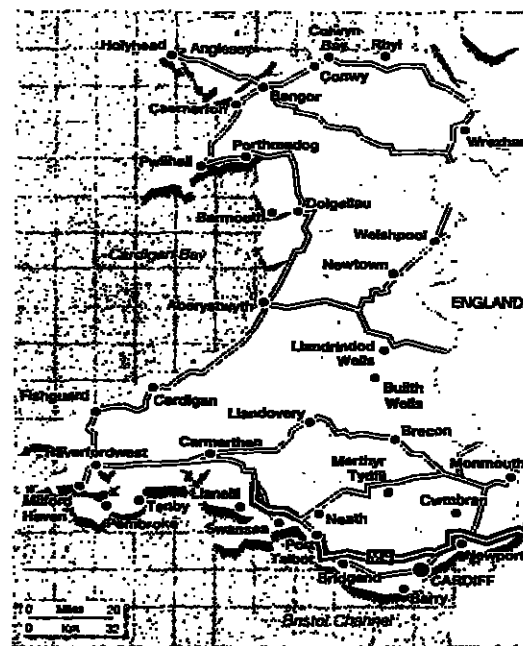
One newcomer is Ascoc, subsidiary of a Swiss concern whose £1.5bn annual turnover puts it among the larger producers of telecoms equipment in Europe.

"We started in Cardiff in 1985," says Mr Paul Moirano, marketing director, "with a workforce of 100. It's now up to 300 and we are still recruiting. The plus factors are a flexible labour force, good labour rates and a workforce with an ability to learn new skills. Employment costs in Wales are very competitive against those anywhere else in Europe."

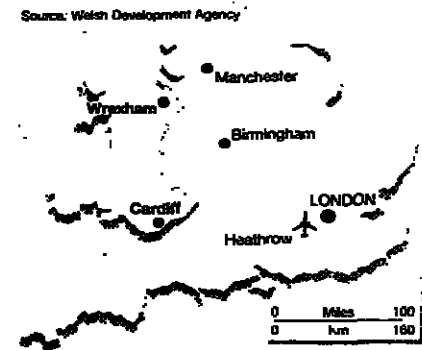
Mr Keith James, chairman of Eversheds Phillips and Buck in Cardiff, and a director of the Bank of Wales, says that the "Welsh economy has been transformed to one with an above national average proportion of manufacturing. Manufacturing now accounts for 27.3 per cent of Welsh gross domestic production whereas the UK figure is only 22.4 per cent."

"Success in attracting big export-oriented names such as Sony and Panasonic means Wales is increasingly integrated into the European and world economy."

Today, more than 25,000 people work in electronics, a fig-



Travel times by road			
Cardiff to	Manchester	3 hours	
	Birmingham	2 hours	
	London	2 hours 30 mins	
Wrexham to	London	4 hours	
	Cardiff	3 hours 20 mins	
	Birmingham	2 hours	
	Manchester	40 mins	



ure overshadowed by the 70,000 in the financial-services sector. Financial services, with the arrival of concerns such as National Provident Institution, N M Rothschild, Axa and D C Gardner have been one of the cornerstones of the new growth. Even those older industries which remain have played their part in the regeneration of Wales.

Production lines at Newport and Port Talbot are among the most efficient and most profitable in Europe

Coal may no longer be more than a bit player in the economy, with just four pits employing about 1,000 people where once a quarter of a million worked underground. But steel, even if its numbers are drastically reduced, still has a leading role.

The industry now employs some 14,600 where once there were more than 85,000. But its production lines at Newport and Port Talbot are among the most efficient and most profitable in Europe, while the coated-steel plant at Shotton is a market leader.

That renaissance has been stimulated to a great extent by the arrival of inward invest-

ment, much of it from overseas but a large amount from elsewhere in the UK. "Attracting new investment in Wales, environmental improvements and helping small and medium-sized companies to grow will continue to be our key priorities," says Mr Phil Head, chief executive of the Welsh Development Agency.

Dr Gwyn Jones, until June chairman of the WDA, adds that in the five years of his chairmanship "The agency has more than doubled the rate of inward investment projects and tripled the associated capital investment. Wales is now seen as the leading UK region for winning inward investment and we are much feared by our European competitors."

Two academics at the Cardiff Business School, Mr Stephen Hill and Ms Julie Keegan, have pointed to a "Welsh manufacturing renaissance," showing how the long-term decline in industry has been reversed in Wales. In a paper, *Made in Wales*, written for the CBI, they state that "Wales started the 1980s with relatively low levels of manufacturing output and with manufacturing making a lower-than-average UK contribution to regional GDP."

"By the end of the decade the Welsh manufacturing position had been transformed. Manufacturing had grown faster than the UK average so that it now makes a higher-than-UK-average contribution to regional GDP."

That renaissance has been stimulated to a great extent by the arrival of inward invest-

Anthony Moreton

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WALES 4

Every rural area in Europe has had to come to terms with big changes to the structure of agriculture and the serious impact this has had on jobs and income levels. The signs are that rural Wales is beginning to cope better than most.

There has recently been a slow but steady expansion of population in the region - which stretches from Snowdonia, in the north, the Brecon Beacons, in the south, and from the coast of Cardigan Bay to the English border - following a century of decline in agricultural employment.

In the past decade, population has grown by 7.5 per cent compared with 2.4 per cent for Wales as a whole, although the exodus of young people is still a big worry.

The attractions of the rural heartland of Wales, which covers 40 per cent of the principal's land area, include low commercial rents and housing costs, a high quality of life, a good workforce and financial assistance and business advice from the Development Board for Rural Wales (DBRW), established by the government in 1977 to tackle the problems of depopulation.

The area's big drawback is the widespread perception of remoteness and isolation, even though this has been alleviated by recent improvements in road, rail and telecommunications links, plus the assumption that industrial activity is inappropriate so far from big population centres.

Nonetheless, progress has been impressive. In the 12-month period ending in March this year, private sector companies announced more than 100 investment projects worth a total of £25.7m, supporting



Projects announced recently include an £8.5m expansion programme by Control Techniques, a leading producer of electronic drives, at Newtown

How rural areas are coping with change

Telecottageing as a way of life

1,300 jobs. These capital programmes were stimulated by a record level of £3.6m of financial assistance from the DBRW. The level of investment by business looks set to continue in 1993-94. In the first quarter of the current financial year, approval has been given for grant assistance of £1.1m for 24 private sector projects, stimulating investment of more than £7.3m and producing 450 jobs.

Mr Glyn Davies, chairman of the DBRW, says: "We have managed to achieve record-breaking investment during very lean years."

"We believe even greater prosperity will be created in the years ahead."

Another indication of the expansion of the economy of

rural Wales, with its widening manufacturing base, is the decision of the board this year to construct only pre-let and bespoke premises rather than advance factories.

"We need to raise the quality of employment and all our current and planned construction is for companies which meet these wider objectives. There will be no speculative building at all," Mr Davies says.

Projects announced in recent months include an £8.5m expansion programme by Control Techniques, a leading producer of electronic drives and controls, at Newtown, the completion of the new European headquarters of Fisher Gauge, Canadian-owned specialist engineers, at Welshpool, and

the construction of a high-specification factory for Labtech, a subsidiary of Aerospace Engineering, at Presteigne.

Mid-Wales companies have developed so successfully that 85 per cent of the DBRW's financial assistance in the past year has gone to locally-established businesses - "a healthy sign for long-term rural prosperity," says Mr Davies.

Nevertheless, attracting inward investment remains an important part of the board's work. In the past year, one in three of all new projects going to Wales from the rest of the UK has decided to locate in rural Wales.

This trend should be continued through the current development of eight small, attractively-located business parks, including ones near Snowdonia, Cardigan, Welshpool and Brecon.

Predictably, because of ease of access and better communications, progress has been greater in the east of the region than in the far west, and added emphasis is now being placed on attracting more jobs to Cardiganshire and Merioneth, where agriculture has been particularly dominant.

Farm diversification projects have received help and advice and the DBRW is seeking to develop a variety of locally-based activities, either divorced from agriculture or giving added value to agricultural products.

Many small-scale industrial, high-tech and advisory activities can be placed in rural areas, providing more varied employment opportunities and helping to retain a working

population across a full range of age and ability.

A potentially important provider of employment is telecottageing, which offers training and equipment to enable people to work in or close to their rural base.

In essence, a telecottage is a workplace and trading centre in a village, filled with computer and communications equipment that can be used by local people, businesses and community groups.

As well as providing low-cost training in high-tech equipment, the telecottage offers electronic office services to small businesses and teleworkers, including accounting, spread-sheeting, desk-top publishing, electronic mail, fax and photo-copies.

Mr David Rowland, chairman of Telecottages Wales and an organiser of a telecottage at Llangedwyn, an old mill complex on the borders of Powys and Clwyd, believes the potential for local rural employment is considerable, particularly when proper quality standards are set, so that employers have confidence in the system.

"The cost of work here must be a twentieth of what it would be in a big city," he says.

Mr Davies does not regard telecottageing as a significant factor in boosting local employment yet, but he believes this will change.

"The benefits of telecottageing are going to come in the longer term by ensuring that the rural population, particularly the young, have complete familiarity with new technology," he says.

Richard Evans

FOOD AND DRINK

Red dragon campaign is gathering pace

THE red dragon of Wales, long familiar at Cardiff Arms Park and other sporting venues, is being seen increasingly in shops and supermarkets as the campaign to promote Welsh food and drink gathers pace.

There are more than 40 organisations with varying degrees of responsibility for the development or promotion of Welsh foods and the scale of the fragmentation was a big factor in the creation of the government-backed Welsh Food Promotions company two years ago to act as an umbrella organisation.

"Our chief aim is to put Welsh food on the UK, European and international map by developing and co-ordinating all food-related activities," says Mr Peter Budd, chief executive. "What we are trying to do is create a Welsh food brand so that when people see the Red Dragon they equate it with a quality product."

The company, funded by the Welsh Development Agency, Wales Tourist Board and the Development Board for Rural Wales has a brief that spans the entire industry from the farmer and primary producer through processing, marketing, retailing or catering, to the table.

One of the first actions was to develop a brand image in the form of the dragon logo. Its use is being increased at displays of Welsh food so that it can develop into a widely-recognised symbol of quality.

Until recently, Wales had a reputation as something of a culinary desert, with recognition limited to lamb, leeks and laver bread. There is now a growing number of international-class restaurants and a lengthy list of specialist-quality products such as cheeses, mineral waters, confectionery and even wines.

The challenge remains to get them better used within Wales, particularly at catering establishments, and better known outside Wales, in the rest of the UK and internationally. Hence the growing list of promotions and exhibitions.

Wales, more than other parts of the UK, is typified by the large number of tiny producers throughout the food sector. Many are too small to market their products effectively in a retail environment dominated by supermarkets.

The next big move is likely to be the launch of a retail shop for Welsh food products in Cardiff. Test-marketing is under way and the shop could be open later this year. Although there has been an emphasis on finding new products to promote, great progress has been made in marketing one of the country's traditional products, lamb. As Mr Budd says: "We are very good in Wales at producing grass and this means we produce the best lamb."

Seven years ago, exports of



Welsh lamb exports to Europe are now worth some £20m a year

Welsh lamb were negligible, whereas now exports to Europe are worth £20m a year and it is a rapidly-expanding market.

Welsh Lamb Enterprise, now part of Welsh Food Promotions, reckons demand from overseas could more than double in five years. Exports this year are already up by 40 per cent on those of 1992.

More than 600,000 carcasses will be exported to Spain this year and the success of this campaign will form the basis of assaults on other European Community countries, including Greece and Germany, both potentially big markets.

The small, lean Welsh lamb carcasses are particularly popular in Mediterranean countries and special cuts are also being developed for France, where sales are held back because of the limited attraction of the larger local product.

Spanish preference is for loins of lamb, while consumers in Portugal and Greece demand the shoulder and the French and Italians prefer leg.

Richard Evans



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- Development Board for Rural Wales, Ladywell House, Newtown, Montgomeryshire SY16 1JB (0886 626965).
- Institute of Welsh Affairs, Aberconway Building, Colum Drive, Cardiff CF1 3EU (0222 377346).
- Wales Chamber of Commerce and Industry, 101-108 The Exchange, Mount Stuart Square, Cardiff CF1 6RD (0222 481648).
- Wales Tourist Board, Brunel House, 2 Fitzalan Road, Cardiff CF2 1UY (0222 499009).
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EDUCATION AND TRAINING

This vicious circle must be broken

POTENTIALLY, Wales in the year 2010 could be one of the most prosperous regions in Europe, but the greatest single threat to achieving that would be the marginalisation of Wales within a marginalised UK.

That was the conclusion of a project group of the Institute of Welsh Affairs in its report *Wales 2010: Creating our Future*, published in May.

Unless Wales prepared for the transformation in Europe of patterns of employment, there would be little available other than the type of low-skilled activity associated with

the third world.

"Wales' competitiveness will depend, increasingly, on the quality of the people who work here," the report said, stressing that education and training were crucially important to achieving the *Wales 2010* vision.

The report by the institute, which promotes research on policy issues affecting all aspects of Welsh life, added: "Wales needs to break out of the vicious circle: low achievement by too many of its schoolchildren, leading to low level skills, leading to lower skill jobs being available, leading to

reduced incentive to train..." It emphasised that far higher priority should be given to developing the skills of those already at work.

While the UK workforce in general lacks skills compared with other European countries, it is a particular problem in Wales because so many of the skills that do exist - from the coal, iron and steel industries - are in less demand or have been made redundant.

Sir Wyn Roberts, minister for Wales, has said there needs to be a big increase in skills levels to compete with other countries. "The success we have had in attracting inward investment, and the performance of both new and indigenous businesses, has shown the value of having a flexible and adaptable workforce," he said.

"It has also underlined the need for us to increase the supply of skills in order to go on widening the economic base and develop a higher value-added economy."

Both male and female economic activity rates in Wales are the lowest in Britain, but those for women are increasing while those for men are falling. In 1991, only 81 per cent of the adult Welsh male population was seeking or in work, while for women the figure had risen to some 85 per cent.

In terms of people rather than percentages, it means that since 1979 there are 140,000 fewer full-time male employees, compared with 5,000 fewer female. Significantly, there are 54,000 more part-time women workers.

A variety of initiatives is under way to raise the qualifications and skills of the workforce. One of the most imaginative is that of the Opportunity Shops being opened by Mid-Glamorgan training and enterprise council to advise people on educational and training opportunities.

Five have been opened this year, and a sixth is imminent, with a total of nearly £1m to be invested in each of their first three years. The concept, says Mr Allen Williams, the TEC's chief executive, "is to spread the message of training as widely as possible to all individuals in Mid-Glamorgan, with the slogan of bringing learning into the high street and putting it on the shopping agenda."

In the first eight weeks, the Bridgend shop alone has handled more than 850 inquiries. An important factor in raising skills is the role of colleges, and Mr Williams says the seven colleges with which the TEC has training contracts have become much more vocationally aware and are developing strong links with industry.

In another initiative, Welsh Tees in collaboration with the University of Wales, Aberystwyth, have launched this year the Wales Information Network, a database to allow employers to access training information on their own computer systems.

Mr David Rowe-Beddoe, the new chairman of the Welsh Development Agency, has made it clear that he regards as vital not just the creation of jobs, but of quality jobs. That requires employers to recognise the value of training and Mr Williams is encouraged.

"Employers' attitude to training is downright poor, particularly as we are going through a recession which puts it at the bottom of their list," he says.

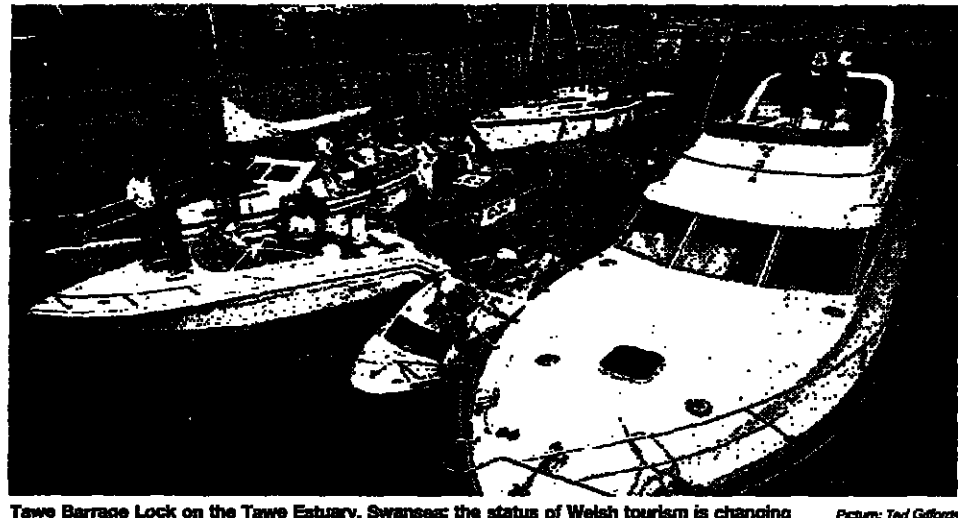
"We have considerable difficulty in persuading them that investing in people is as important as investing in plant."

That has to change if the Wales 2010 vision of a flourishing Wales, at the forefront of European regions, is not to prove a mirage.

Roland Adburgham

TOURISM

Essential part of economy



Tawe Barrage Lock on the Tawe Estuary, Swansea: the status of Welsh tourism is changing. Picture: Ted Gifford

Wales to attract more independent and business visitors, people taking second and short-break holidays and, especially, overseas visitors. It believes that the number of the latter can increase by 7 per cent a year, a much higher rate than for British visitors.

The report recognises that the non-Welsh can have a poor perception of Wales as a holiday destination - "We have a very good image with existing regular visitors, who are very loyal," says Mr Loveluck. "But the image is not good with people who have not been or who came many years ago. They may have found that there were not satisfactory facilities, or sometimes the welcome was indifferent."

One scheme to counter this is a staff training course called

Welcome Host.

"It's frustrating," says Mr Loveluck, "that there can be an automatic assumption that someone on a factory line is more highly skilled and has more status than a waiter."

But the status of tourism is changing. "Four years ago we had no university department in Wales concerned with tourism," says Mr Loveluck. "We now have three chairs."

Although Wales has only a handful of top-class hotels, the standard of cooking and variety of menu have improved. Wales musters 37 pages in the *Good Food Guide*, compared with 24 pages 10 years ago.

There are now such finds as Jemima's near Haverfordwest, a tiny restaurant where one can have elderflower spritzers, home made bread and home-

grown vegetables with local fish such as pollack. In Solva, a village tucked into a Pembrokeshire coastal cleft, the restaurants have modish names - The Old Pharmacy and Le Papillon Rouge. Pubs have become friendlier. "Children welcome" is a common sign.

Restaurants are one type of business that can apply for project aid from the WTB, and aid is the catalyst for well-managed tourist development. Between 1987 and 1991, no less than £25m of European regional development fund money has been allocated to tourism projects in Dyfed (which includes Pembrokeshire), Gwynedd and Powys alone.

There are WTB schemes for improving self-catering enterprises (two-thirds of all bed

capacity in Wales), upgrading hotels and guest houses, and for encouraging farm holidays and activity centres. Since 1988, the board has channelled £18.7m in financial assistance to 1,256 projects, which it calculates stimulated an overall investment of £143m.

In one project, the Pembrokeshire national park authority, in partnership with other bodies, has worked on a £1m scheme to restore Tenby's historic frontages. A recent initiative has been the West Wales Task Force, launched last year by the Welsh Office to alleviate the impact on employment of the rundown of RAF Brawdy and the naval base at Trecwn near Fishguard.

So far, the task force has helped 76 projects since it started, with £1.42m of grant. Its biggest single grant is £118,000 towards the upgrading to "de luxe" standard of the Atlantic Hotel on Tenby's esplanade.

Last year, a grant by the Countryside Council for Wales helped the Royal Society for the Protection of Birds to buy Ramsey Island, off St David's Head. The RSPB restricts landings to 40 people a day to minimise disturbance to the cloughs, guillemots, kittiwakes, and the largest colony of Atlantic grey seals in southern Britain.

There is a moral there for Wales as a whole: tourism is an essential part of its economy, but it must not be at the expense of the environment which is its greatest asset.

Roland Adburgham



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MANAGEMENT

A revised flight plan

BA's new plant, opening today, has a Japanese feel, reports Daniel Green

At a bleak airport overlooking the Bristol Channel, British Airways is launching an adventurous attempt to transfer Japanese ideas on the management of manufacturing to a maintenance operation. The airline has built a £70m maintenance hangar on a greenfield site at Cardiff airport in south Wales.

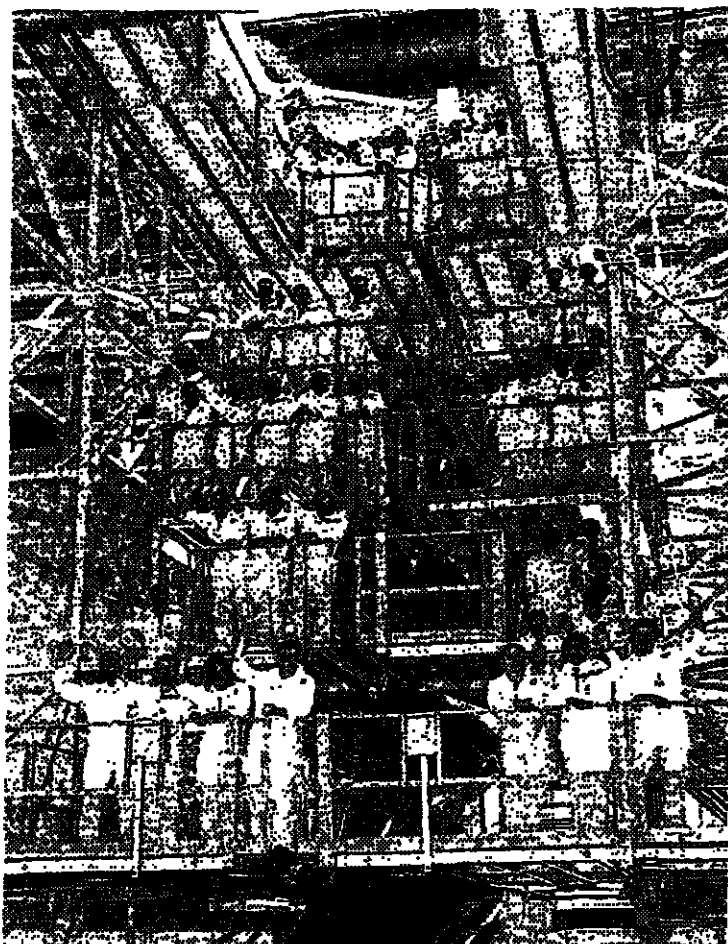
Officially opened today, British Airways Maintenance Cardiff (BMAC) is devoted to looking after Boeing 747 aircraft, BA's most important model which flies on money-spinning, long-haul routes.

The project was earmarked from the start as a testbed for management ideas that might be extended to other parts of the company. "We set out quite deliberately to emulate other greenfield sites: to go back to basics and structure the working relations and the shop floor ideally," says Alistair Cumming, chairman of BMAC, BA's director of engineering and a member of its executive board of management.

South Wales seemed suitable because the local population is familiar with the Japanese management style in local factories owned by Sony, Hitachi and Panasonic. The results of the strategy are a striking piece of architecture in which offices and hangar are naturally lit, and a long list of management ideas under test. The schemes new to BA include:

- Breaking down demarcations between mechanics, engineers and avionics experts as far as skills permit. The idea is encourage staff to be able to do each other's jobs as much as possible. Training programmes are designed to break down barriers further.

- Ensuring that all staff, from receptionists to managing director,



Japan comes to Wales: BA's management style will resemble Japanese practices

spend at least one day in every quarter on the hangar floor working on aircraft.

- Creating a single union agreement with the AEEU, the general engineering union, outside BA's

existing multi-union arrangements; the wage bill is more than 20 per cent lower than it would have been at London's Heathrow airport for similarly qualified staff.

- Subcontracting all non-core

work such as security, catering, plant maintenance and cleaning.

- Describing staff as "company members" not "employees".

- Insisting that all staff, including executives, clock in and wear identical white boiler suits.

- Equipping all grades of office with identical furniture.

- Building a single canteen for all staff and eliminating reserved car parking spaces.

The company has also tried to instil a culture of cleanliness: office cleaners work during the day rather than when staff have gone home. All tools are "checked out" when a tool is taken from its storage box. This reduces the risk that a tool might be stolen or left inside an aircraft.

BMAC was careful in who it chose to work at the plant. It was wary of mechanics accustomed to sloppy work in local car repair garages and wanted people who already had a flexible approach to their work, says Alan McDonald, general manager. Half the 340 staff recruited so far have never worked on aircraft and only 31 came from elsewhere in BA.

Staff numbers will eventually rise to about 1,000, to cope with BA's new 747s which otherwise would have been maintained by subcontractors, probably in East Asia.

The test of whether BMAC can compete with these rivals will come when the third and final 747 maintenance bay opens in a year's time. BA does not need extra space and BMAC will try to sell its services to other airlines. But by then the low-cost base strategy will have advanced another notch. Today, only one in five employees is in support and administration. Next year it will be one in six.

those producing and receiving information. IMS found that the personnel systems managers it interviewed for the study were focused almost entirely on "the system". Most were planning to incorporate more data and some were thinking of a new system. Not many mentioned more communication with managers as a future priority.

Diane Summers

**The Information Gap: a human resource management view by Iris Morgan. IMS report 346, 1993. Available from BEBC Ltd, PO Box 1496, Parkstone, Poole, Dorset BH12 3YD. Tel: 0202 715555. Price £30.*

CHRISTOPHER LORENZ

'Turf warfare' among the tourists



ONE of the prime competitive advantages of multinational companies over regional or local rivals is supposed to be the ability to transfer knowledge and experience between their operations across the globe. Yet far too many of them are singularly inept at this "worldwide learning", as business school academics call it.

Take General Motors and Ford. In the 1980s GM's European operations were transformed under Opel's leadership from lagging to thriving powerhouse. Yet back home in Detroit things went from bad to worse, and then awful. The parent company was stubbornly resistant to any form of change, but especially to the notion that it had anything to learn from an upstart offshoot several thousand miles away.

Only when GM had slumped almost to its knees a couple of years ago was Jack Smith, an American who had run the European operation some years before, finally able to start importing some lessons from there.

His most dramatic European import, a few months before he became chief executive last autumn, was José Ignacio López de Arriola, who had slashed Opel's costs and boosted its quality by revolutionising relations with its suppliers.

What followed is fast becoming the stuff of legend - or nightmare, depending on your point of view. López stayed less than a year, and then decamped for Volkswagen.

GM's ire at this, which waxed still further this week as extreme allegations flew between it and VW, is not just over his alleged stealing of its secret plans. It is also because, in a more general sense, he embodies much of the Opel learning that the parent company still needs so badly.

By contrast, one might expect Ford's internal difficulties with transatlantic learning to seem anomalous. But they have had their own share of intrigue, and are also more instructive for other companies with similar problems. For one thing, the necessary

flow of learning should have been far easier than at GM, since it was in a more acceptable direction for the newly-revitalised Ford US: from itself to its ailing European offspring. For another, Ford tried far harder than GM to achieve the flow.

A key facet of its problem, the incessant turnover of top managers at Ford of Europe and the consequent lack of a consistent push for change, is revealed in vivid inside detail for the first time in a discussion paper by Kenneth Starkey, reader in organisational analysis at the University of Nottingham's school of management and finance.

Borrowing a phrase from many European cynics within Ford of Europe, Starkey calls the phenomenon "executive tourism": the constant recycling of senior American

López embodies much of the Opel learning that General Motors still needs so badly

managers, especially through the two top posts of chairman and president, as they clambered their way up the ladder towards greater things back home in Dearborn.

In Ford US there was considerable stability in the equivalent two jobs: the pair most credited with its revival, Don Petersen and Harold Poole, were in post for nine and six years respectively between 1980 and 1988, and in tandem for five. The creative tension between them was also vital: Petersen was the visionary champion of change, while the efficiency-minded Poole "kept the company's feet on the floor", as Starkey puts it.

In Europe there were lots of Pooles but no Petersens - apart from one change-minded chairman whose credibility with Dearborn was damaged by the early problems of the Ford Sierra.

Not only that, but the instability of the chairmanship and presidency gave enormous clout to the much less capable executives, and such a bitter form of turf warfare has erupted with VW.

den, the vice-president of manufacturing. Hayden represented Ford's old obsession with cost, efficiency and control. And he resisted "programme management" - the vital bridging of design, engineering, production and other specialist departments - until the late 1980s, when his change of heart gave it a very belated boost.

Starkey's account of all this is replete with remarkable quotations from Ford managers at all levels. One of them complains that the European executive committee travelled around "as a cloistered group", and that "they never meet plant managers - they're like high-level tourists".

Hayden groans about top managers constantly winging their way over from the US and back again. "When they arrived I'd usually go and introduce myself," he says. "But with time - it would register that a new guy had arrived but I didn't bother going down the corridor to knock on his door. The business went on as before, new chairman or not."

A further factor also put a brake on change in Ford of Europe: that for much of the 1980s its profits kept its parent afloat. "The pressure was to keep producing profit, and keep doing the job that you're doing," says one manager.

So although various US change initiatives were exported to Europe, and adapted for local consumption, advocacy of them was not nearly as strong. The result is that Ford's European arm is in far worse shape today than its parent.

At GM, where the boot is manifestly on the other foot, executives attribute much of its European success to a similar combination of top-level stability and championship of change as at Ford US. As Starkey argues, if top teams want to avoid "groupthink" they must encourage constructive dissent within their organisations, rather than the all-too-common practice of "turf warfare".

Smith and López clearly thrived on that "constructive dissent", and GM was feeling the benefit mightily. Which is partly why the Detroit giant feels it has lost so much by López's defection, and such a bitter form of turf warfare has erupted with VW.

Burying the office in paperwork

A new month approaches and wads of computer print-outs from the personnel department are hitting managers' desks throughout the UK.

With the spread of computerised personnel systems, which are often linked to payroll systems, the potential for collecting, storing and disseminating information on employees is vast. Apart from basic data on staff numbers and how much they cost, information may also be stored on training and productivity.

The problem is that many personnel departments appear to be churning out reports and sending them to managers with little or no consulta-

tion. A new study by the University of Sussex-based Institute of Management Studies finds that managers either throw away the reports, or have to wade through reams of irrelevant material before alighting on the figures they need.

In a survey of 200 managers conducted by IMS, nearly a third of managers were either very dissatis-

fied or dissatisfied with the type of information they received from the personnel department. Best provided were data on staff numbers and their pay and benefits; the provision of data on productivity, absence and skill levels were all identified as needing improvement.

A recurring theme in the report is lack of communication between

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PEOPLE

TDG finds fourth finance director

Alan Cole, chief executive of Transport Development Group, has found another finance director to replace Paul Kilduff who left in February after only seven months in the job. He is Stephen Bentley who moves from chemicals distributor Ellis & Everard where he had been in the finance function for the past five and a half years.

This is Cole's fourth finance director since he arrived at TDG three years ago. The first took early retirement and the second was promoted to look after TDG's troubled French operations.

Bentley says he is "aware of the changes" but that he also understands the reasons for them. Meanwhile Cole is cagey

as to how he has attempted to avoid making another mistake: "Both men [Kilduff and Bentley] are graduates, accountants and have been finance directors. You make the best choice you can at the time. Bentley comes with a good track record from a medium-sized company. What can I say?"

The new man will not be short of a challenge when he arrives in early autumn. TDG recently announced it was closing its long distance French transport subsidiary at a cost of £11.7m. It is also trying to recover \$15.8m of the monies due when it sold its US operation Willing Freight Lines to a consortium of senior management. Cole says the consortium has been trying to raise

the money through "a complicated bond issue", and has negotiated a new deadline for payment of September 31.

A chartered accountant by training, 40-year-old Bentley spent nine years at Tricentrol, later as corporate finance manager at the same company. He moved to Ellis & Everard when the oil company was taken over by Arco.

Jeffrey Hume, formerly group controller of BTR Construction Services and group treasurer of Hawker Siddeley, has been appointed group financial director of HOWDEN GROUP: he replaces Ronald Watson. Alan MacLachlan, company secretary, is also appointed to the board.

Bancroft Clark

If the shoe fits, wear it, would be a suitable epitaph for Bancroft Clark, the man behind the expansion since the Second World War of shoe manufacturer, C&J Clark. Chairman from 1942-1967, Bancroft Clark died at the age of 91 and was buried yesterday in Street, Somerset, where his great-grandfather first started making sheepskin slippers.

It was Bancroft who had the foresight to develop the piece of foot folklore familiar to millions - the Clarks foot-gauge - just in time for the baby boom. "On this idea the vast expansion in our children's business was founded," he once proudly claimed. Associates attribute Clark's firm footing in the latter half of the century, when UK shoe manufacturers were assailed by cheaper imports, to Bancroft's foresight.

A stern disciplinarian, Bancroft is believed to have been intensely irritated by the row among Clark's shareholders which threatened to throw the

family-owned company into the arms of conglomerate Berisford International. However, age and illness prevented "Mr Bancroft", as he was known to employees and village residents, from taking an active role in resolving the dispute.

Telegraphy

The rise of Stephen Grabner at the Telegraph, publishers of the Daily and Sunday Telegraph continues.

He has been appointed deputy managing director responsible for the day-to-day management of the company's operations. Grabner, 34, will report directly to the managing director, Joe Cooke, who will continue to have overall responsibility for the business.

The new deputy managing director came to the Telegraph in the early days of Conrad Black's ownership and stayed on to become marketing director in October 1986. In April he became acting managing director while Joe Cooke was ill and

joined the board at that time.

Two new directors have also been appointed. They are Len Sanderson, the 39-year-old Telegraph advertising director and Stephen Jarislowsky, chairman and chief executive of Jarislowsky Fraser, a Canadian pension fund management company. He serves as The Telegraph's representative on the board of Southern, in which The Telegraph recently bought a large stake.

Terry Twigger, formerly director of finance, Lucas Aerospace worldwide operations, has been appointed director of finance of MEGGITT. Paul Ryder, formerly group md of AB Electronics, has been appointed md of Meggitt's controls division.

Nancy Thomson, founder of Thomson Laboratories which subsequently evolved into Thomson-MTS, has been appointed group md of MTS Environmental Group, a subsidiary of BODYCOTE INTERNATIONAL.



On the day that Andreas Whittam Smith stepped down as chief executive of Newspaper Publishing, publisher of The Independent and the Independent on Sunday, Sir Kit McMahon (above), a former chairman and chief executive of the Midland Bank and a former deputy governor of the Bank of England, was appointed a non-executive director. He is already a non-executive director of Aegis and chairman of Counts Consulting Group.

Other non-executives

■ Pierre DuFourier has retired from ARJO WIGGINS APPLIFON.

■ John von Spreckelsen, chief executive of Budgens, at GLOBAL.

■ David Kendall, chairman of Symonds Engineering in place of James Engles who remains md. George Rowley has retired.

■ Rod Ackrill as chairman at SYMONDS ENGINEERING in place of James Engles who remains md. George Rowley has retired.

■ David Young, former deputy chairman of Touche Ross, as chairman at LOMBARD CONTINENTAL.

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Bayreuth Festival / Max Loppert

Mixed feelings for Wagner as showbiz

The first three offerings of this year's Bayreuth Festival comprise, among other things, a brisk and varied tour of current Wagner production styles. The new *Tristan und Isolde* (which I described on this page earlier in the week) is staged as a response - in most ways a coolly questioning, distancing, even disaffected one - to text quite as much as music by a modern German theatre intellectual, the noted playwright Heiner Müller. *Tannhäuser* followed, in a revival of Wolfgang Wagner's own briskly efficient but essentially ugly and insubstantial show, a dim, ossified late-1980s reminiscence of the work he (and far more importantly his brother Wieland) were doing here two

and three decades earlier. And then the revival of *Der fliegende Holländer*, produced by Dieter Dorn. This purveys the brand of zany 1960s theatrical legendism that we have learned (tentatively) to call postmodern: all flat planes, bright colour-contrasts, sleight-of-hand breaches of conventional proscaum-arch decorum, mobile parts sailing incoherently around the stage space, and in general an air of "naïve". Film-influenced theatricality that creates new modes of Wagner spectacle, entertainment and

story-telling. I was put in mind by this *fliegender Holländer* of the (sadly aborted) recent Scottish Opera Ring, produced by Richard Jones. The difference - British readers and opera-goers will hardly need telling - is that that was achieved on peace and his peace, whereas for Dorn's and designer Jürgen Rose's moving machines, and their *Wizard of Oz*-style rotation tricks during the Senta-Dutchman duet, mega-Deutschemark expenditure may have been the order of the day.

The results are certainly enjoyable, breathtaking even - this is by a long way the most showbiz Wagner I have seen in the august Wagner temple (Peter Hall's elaborately aerial 1983 Ride of the Valkyries not excepted). Unlike the best of Richard Jones's Ring scenic inventions, however, the effects seemed devised only to dazzle. Little light was shed on the characters, who were brought on in countless striking ways (and costumes) but not meaningfully confronted. In *Tannhäuser* Wolfgang at least concentrated his cast on

expressive reaction and ensemble relationship; for all their period dress these *Holländer* figures belong to a world of sci-fi, comic-strip or cartoon video. Encountering in quick succession three such Bayreuth performances, in a theatre designed to aid the spectator in focusing on sounds, sights and meanings, had the consequence of eliciting from me some pretty old-fashioned operatic affirmations. In the end, of course, it is the most potent Wagner conducting and singing that win real results.

After a while the whizz-bang visual pleasures of this *fliegender Holländer* began to pall, because Giuseppe Sinopoli seemed largely unable to tap the springs of rhythmic vitality and colour in the music - he kept the surface active, left the interior unexplored. (Fit side stage were often out of kilter) And Bernd Weikl (title role) and Sabine Haas (a blow-zoned Senta with powerful, sometimes hideously ugly notes at the top of the staff) emitted the text in bits and pieces, bumps and thumps - not lines and phrases.

Tannhäuser, by contrast, had a conductor - Donald Runnicles - who knew how to keep all the opera's parts in flowing, smoothly interlocked, dramatically acute action, even the opera's inherently cumbersome, creaky, long-winded parts. The singing was acceptable rather than distinguished, apart from a wonderfully rounded, full-grained Landgrave from the veteran bass Hans Sotin (his Daland was also by miles the best thing about the *Holländer*), but at least it was always directed toward tap-

ping the expressive potential of the musical phrases. Here are a couple more old-fashioned affirmations. The choral singing, trained by Norbert Balatsch, was in both early Wagner operas of incomparably fine quality: robust, resonant, single-minded in delivery. Precisely purposeful, thorough-going preparation characterised it - and, indeed, characterised all three opening shows. The festival ethic remains very much alive and well in Bayreuth: for this reason, and in spite of all the mixed feelings the place and its raison d'être inspire, a visit here is always a special experience. Festival continues until August 28.

Paris Exhibitions / Patricia Morison

Focus on the finer things

Last week I made some disparaging remarks about the currently dishevelled condition of the Palais du Louvre in Paris. Now is the moment to make partial amends by recommending two rewarding exhibitions in the Louvre's Pavillon de Flore (enter on the Tuilleries side by the Porte Jauffroy).

You need to move quickly to catch Antonello da Messina's "Christ at the Column" which closes on August 9. It will be worth it to see a model of the kind of small, highly-focused exhibition on which museums should increasingly be concentrating their resources.

Last year, the Louvre bought "Christ at the Column" by Antonello, the 15th-century Sicilian master, for FF42m (\$4.78m). It is a small, grimly intense painting of the head and shoulders of the weeping Christ, a nose round his neck. There are only about 40 known paintings by Antonello. The exhibition traces his contribution to the evolution of the "Man of Sorrows" type of single-figure devotional image required by patrons for private worship. As evidence of Antonello's influence we also see Mantegna's sublime "Ecce Homo", borrowed from the Musée Jacquemart André.

Pure, undemanding enjoyment is provided by the Louvre's principal show this summer, *French Master Drawings from the Pierpont Morgan Library* (until August 30). The sponsor, J.P. Morgan & Co., has brought 125 drawings to Paris to mark 125

years of the House of Morgan's involvement in French financial life. The Morgan Bank's finest hour in France was 1870 after the country was on her knees after suffering defeat in the Franco-Prussian war. Alone among the London banks, Morgan & Co. was prepared to help with a \$10m loan. Fugues took documents to and from the blocked city and one particularly heavy batch went in by hot air balloon. J. Pierpont Morgan, legendarily avaricious collector and founder of the Library in New York, adored France and all things French. In the 1930s he started to amass drawings; more have since been added to make this one of the finest collections in the US.

Lovely things abound in the exhibition, not least the earliest exhibit, a remarkable little sketchbook made in about 1400 from water-thin sheets of boxwood. Poussin, Greuze, Claude, and six Watteau drawings of delightful spontaneity are just a few of the particular pleasures of a selection which ends with Gauguin and Redon. (The show runs until August 30 then moves to the Pierpont Morgan Library, New

York, September 5 - January 2). If you are interested in 19th-century Orientalism I recommend *Album de Voyage* at the Musée Hébert. This is the obscure but atmospheric studio-residence of Ernest Hébert, a grandee of the art scene in late 19th-century France. The exhibition is on until September 27; the museum is at 85, rue de Cherch-Midi (open from 12.30 on weekdays, closed Tuesdays). In 1868, six French painters, a photographer and one Dutchman set out on a five-month journey through the Levant. Two decades after Delacroix's delicious reaction to the colour, grace and nobility of native life in Morocco, Orientalist painting was at its peak. Professional artists descended on the Levant, hungry to sketch, take photographs and buy studio props.

Sketches, paintings and photographs of the trip have been brought together from collections in France and the Netherlands. Most of the work which survives is by Gérôme, leader of the trip, and Léon Bonnat. Both were to become enormously successful academic painters. Whatever one feels about their

full-scale productions, their small oil sketches of landscapes in Egypt and Palestine are most attractive. The same cannot be said for the tedious, careful studies of bedouin by the Dutchman, Willem de Famars Testas. He, too, did well out of the experience and became the first and premier Orientalist of the Netherlands. His journal for 1868 was recently discovered and is published (in French) in the catalogue (FF280). It appears that the Middle East traveller was not obliged to rough it. A birthday feast on Mount Sinai cooked by the dragoman consisted of more than 20 dishes including conserved dishes of artichokes, turkey, fillet of beef, truffled partridges, chicken, woodcock, and four different puddings.

Readers will want to revisit the lovely Musée de Malmaison (take the RER to Grande Arche) where *Queen Hortense: An Artistic Woman* describes the joys and sorrows of that lady. Daughter of Empress Josephine and Queen of Holland, Hortense possessed an above average aptitude for the arts, from writing novels to musical composition. (Show ends September 27; closed Tuesday and 12-1.30 daily). One final suggestion for your Parisian wanderings: from August 1, the "Lady and the Unicorn" tapestries, one of the most famous works of art of the entire middle ages, will go back on display in a new, halogen-lit installation at the former Musée Cluny, which now goes by the altogether less evocative title of Musée du Moyen Age.

Theatre / Malcolm Rutherford

A Yankee makes merry in England

I have written before that one of the great joys of the English summer - even better this year than cricket - is the Open Theatre in full swing at London's Regent's Park. So it is with the Rodgers and Hart musical *A Connecticut Yankee*. If you don't know Mark Twain's delightful story about the east coast American at the court of King Arthur, read it on holiday. It is much more fun than *Huckleberry Finn*. But it will do no harm to see the musical first.

A Connecticut Yankee could have been written for outdoor production, especially as night falls and there is a total eclipse of the sun which saves the Yankee from almost certain execution by immolation. Actually, this scene should be even better as the summer wears on. At the end of July in London, it is not quite dark enough for the full effect.

The musical is not as subtle as the book. Corny would be a more accurate description, but the corn is of a high order. When Sir Lancelot's old armour is wheeled on stage, it is described as Esquire Magazine's idea of what the well-dressed man was wearing in the year 543. Quite the best sequence comes with the entry of Anna Nicholas as Morgan Le Fay. Ms Nicholas has played the rejected bride-to-be when



Anna Nicholas: a deliciously wicked Morgan Le Fay

we were still in the US Navy in the 20th century at the start of the show. Now she is magnificent, dressed in scarlet and black carrying a riding crop and occasionally showing a leg. She sings a song called "To Keep My Love Alive" which has the audience straining to catch every clever word. Never the bride, always the bride, Morgan Le Fay explains that the reason she has not been unfaithful to her husbands and lovers is that she

bumped them off before the need arose. When ill-at-ease, she kills at ease.

The trick of the song is that it combines romantic music with a cerebral lyric. Stephen Sondheim plainly learnt a lot from it. There are other treasures. I liked the rhymes: venison and Tennyson, sweethearts and indiscreet hearts, damn a lot and Camelot, even, stretching it a bit, possibilities and ill-at-ease. Unusually for Regent's

Park, the show compels attention from the beginning. Not even the external distractions can compete with the boisterousness of the US Navy. Once the Navy has established a beachhead, it is natural to slip into the more sentimental mood of "My Heart Stood Still".

Later on, the customary distractions are put to good use. There is a helicopter in the script though not, as in *Miss Saigon*, shown on stage. In Regent's Park it is a customary sound. The aerial feat comes in two miniature light aircraft flying down a wire across the top of the arena. The audience, glancing at the sky for the real thing, applauds - and rightly - this bit of the design by Paul Farnsworth, like Ariel putting a giraffe round the earth.

Other parts of the design are a trifle creaky. One would not be entirely surprised if the towers in this Camelot fell down, but it would be in keeping with such a zany show if they did and you can be confident that the cast would rise to it, just as they dealt with Ms Nicholas when she lost her shoe early on. There is a wonderful wizard in Christopher Biggins as Merlin. Ian Talbot, the presiding spirit over the Regent's Park venture, directs. The theatre on the first night was full to the tree-tops, as it deserves to be for the rest of the summer.

The Birmingham Royal Ballet has marked the 50th birthday of Dame Ninette de Valois with a long-overdue revival of *Job*. She made this "masque for dancing" in 1931 - Vaughan Williams insisted that his score was not for "a ballet" - and in it we see, still powerful, the pre-eminent qualities of her choreography. De Valois' wide experience of the theatre had, by 1931, taught her the value of clarity and simplicity in movement. In creating a theme inspired by William Blake, she saw how sculptural images, so strong in his drawings, might be realised in the then fashionable form of dance *plastique*. There resulted choreography as forceful and dramatically vivid as its score and a work which long held a special place in the Sadler's Wells repertoire.

Ballet-goers of my generation grew up with *Job*, and with an understanding of the dignity of Dame Ninette's dances. After 20 years without performance, this revival - exemplary in style and feeling, thanks to the eagle eyes of Michael Somers, Joy Newton and Jean Bedells who have staged it - reasserts the continuing vitality of de Valois' creations. (It is time *Rake's Progress* was brought back to the stage, and I think that BRB's public would rejoice in her wonderfully funny and imaginative *Prospect Before Us*.) As always, score and design are essential companions in de Valois' theatre. The Vaughan Williams score is thrilling; the John Piper designs, which were commissioned for the post-war Covent Garden revival, are magnificent on their own terms, and echo Blake - and Samuel Palmer to beautiful effect. *Job* is, in sum, a grand achievement; it is a salutary reminder of how our national ballet once involved major British artists in creations of enduring significance.

The Birmingham cast on Wednesday night was fine. Satan's is the central role, and Michael O'Hare gives him menacing physical weight. Dolin, the part's creator, was nobly evil; Heilmann, who dominated the role for years, was malevolently beautiful. O'Hare is a worthy successor to these. Surrounding him, we see the serene dances of the angelic host and the brilliantly imagined activities of Job's comforters, the Pestilences and Messengers. (How well de Valois used hands, to point and threaten and mock. With what acute sensibility did she pare away everything except essential gesture and movement. The last action is significant.) I admire Alain Dubault's *Job* - ideally simple and dignified - and I salute the entire cast. At curtain fall we cheered Dame Ninette in her grand box, for we owe her everything, and not least her ballets.

BRB's triple bill also brought the first London showing of the compa-

Ballet / Clement Crisp

A gift for Dame Ninette



Alain Dubault (centre) as a dignified Job

ny's revival of Massine's *Chorearm*. Eighteen months ago I reported on this brilliant rescue from Birmingham, where it has been splendidly supervised by Tatjana Leskova of the de Basil Ballet Russes. *Chorearm* was the second of the symphonic ballets with which Massine (and de Basil's company) stormed into the public's heart in 1933. The score is Brahms' fourth symphony, and Massine clothed it with movement that explored its formal procedures, and imbued them with strong if undefined emotion. Surging blocks of activity; a line of women grieving through the second movement; a pastoral interlude; a final outburst of heroics: these are the obvious matters of the piece.

More intriguing is Massine's highly subjective - and, he said, theatrically convincing - response to Brahmsian melody and texture. Because Massine throws himself into the creative process - and drags his cast gloriously in his wake, racing along on the crest of the choreography's feelings - we surrender to the work. It is wild, intensely Russian and, ultimately, exhilarating. To tastes formed by Balanchine's response to music, it is also completely over the top. But its drive and passionate self-confidence (it could be superbly danced by the Bolshoi Ballet) win us.

Wednesday's performance was devoted, if a little ragged - the piece needs to be run in during several showings - and BRB's artists deserve much commendation. The new designs by Nadine Baylis, as I have earlier reported, are beautiful,

apt. Most important, Mme Leskova's revival is true, and honours Massine's significance to the ballet of our century. My companion was a member of the original cast: she approved wholeheartedly of the staging.

This imaginative triple bill (which is being given only three showings) opened with MacMillan's *Concerto*. It looked clean and clear in production, but it, too, needs a run of performance to polish its rough edges and some uncertain dancing from its soloists. Excellent accounts of three major scores came from the Royal Ballet Sinfonia under Paul Murphree.

English National Ballet, meantime, has taken up summer residence on the South Bank in London. This week, *Swan Lake* is on offer. (How, I wonder, could things be otherwise?) The staging is Raisa Struchkova's recreation of the one-time Bolshoi Ballet version, sound and happily traditional. It looks rather boxed in on the Festival Hall's shelf, and it needs stronger central performances than those I saw on Wednesday afternoon from Trinidad Vives and Tamas Solymosi. My greatest pleasure came from the dancing of a corps de ballet swan, who closely resembles the very young Lynn Seymour, moving and posing with the same melting grace.

The Birmingham Royal Ballet is at Covent Garden with varied programmes until August 7. English National Ballet is at the Royal Festival Hall with varied programmes until August 7.

INTERNATIONAL ARTS GUIDE

Small wonder that the choice of Hugues Gall to head the Paris Opéra from August 1995 has been so wholeheartedly welcomed. The Opéra has run through eight administrators in 13 years. Since the inauguration of the Bastille four years ago, its annual budget has swollen to nearly FF900m (US\$160m), without a corresponding improvement in artistic standards or industrial relations. The Opéra's current president, Pierre Bergé of Yves-Saint-Laurent, treats it as a part-time job. It was high time a proven professional was engaged to clear up the mess.

Gall, 53, was the ideal candidate. A former functionary of the agriculture, education and culture ministries, he has inside experience of the French governmental system. He learned the art of opera administration as Rod Liebermann's deputy at the Opéra in the 1970s. As

director of Geneva's Grand Théâtre for the past 13 years, he has earned a reputation as a firm leader as well as a connoisseur of dance and voices. In short, he has the political and artistic savoir-faire for the job.

Although often tipped for the Bastille, Gall kept his distance until he could be confident of strong political backing - in the shape of France's centre-right government, elected in March. The French culture minister, Jacques Toubon, has asked Gall to submit a report on his artistic and financial plans by October 15, taking into account the needs of France's other dance and opera institutions - whose share of subsidy has fallen as the Bastille's has grown. Toubon hopes to announce new statutes for the Bastille next February.

Gall faces a Herculean task. He must restore public confidence in the Opéra, while winning the support of its volatile musical and dance ensembles. He faces a confrontation with the unions over manning and pay, issues that were ducked in the rush to get the Bastille opened on time. He must reach an accommodation with the increasingly powerful Bastille music director, Myung-Whun Chung, whose contract runs till the year 2000 and guarantees him FF10m (US\$1.85m) in indemnities if he is forced to leave early.

Gall has already outlined some of his proposals. He wants to redistribute opera and ballet between the 2,700-seat Bastille

and the traditional, old-fashioned Palais Garnier. Mozart and the more intimate operatic repertoire will return to Garnier, the big romantic ballets will move to the Bastille. Garnier will have to close temporarily for renovation, and something is to be done about the Bastille's acoustics.

In the meantime, Gall has two years of his contract to run in Geneva, where highlights of the coming season include new productions of Carmen (Sep 12), La Cenerentola (Bty Budd and Lohengrin). The Bastille season opens with *Der fliegende Holländer* (Sep 23) and includes 15 operas, five of which are new productions. The dance programme at Garnier includes new ballets by Roland Petit and Angelin Preljocaj, and a new Béjart work presented by the Tokyo Ballet.

EXHIBITIONS GUIDE

ANTWERP Museum Mayer van den Bergh: The Triumph of Death (1626): a recently-discovered painting by Pieter Bruegel the Younger is on public show for the first time, alongside works by his father Pieter Bruegel the Elder. Ends Dec 31. Closed Mon. **HOUSTON** House Story of a Metropolis: a portrait of the Golden Age of Antwerp in the 16th and 17th centuries. Ends Oct 10. Closed Mon. **BOUWCONTEMP** Antwerp and the World: 1885, 1894, 1930: original objects, documents and audio-visual material recalling the

explosive growth of Antwerp in the late 16th century, and illustrating the links between the port, national industry and the Belgian Congo. Ends Aug 31. Daily. **ORZEE** Vroewekathedraal: Antwerp altar pieces of the 15th and 16th centuries. Ends Oct 3. Daily. **MIDDELHEIM** New Sculptures: works by Richard Deacon and nine other major international artists. Daily. **DRESDEN** Albertinum Egyptian Antiquities: 400 objects from the Dresden collection, including stone sculptures, religious carvings and everyday vessels, now back on home ground after being taken to Russia as booty after the Second World War. Ends next July. **SOUTH-WEST GERMANY** Art 1914-45: a survey of trends in artistic circles in Stuttgart, Karlsruhe and other centres between the wars. Ends Aug 29. Closed Thurs. **ZWINGER** 18th century Chinese pink porcelain from Dresden collections. Ends Sep 22. Closed Fri. **FRANKFURT** Schirn Kunsthalle Eduardo Chillida (b1924): 100 sculptures and 60 works on paper from all periods in the Basque artist's life. Ends Sep 5. Antori Tapis (b1923): 60 paintings and 50 drawings by the Catalan painter. Ends Sep 5. Daily. **STIDEL** Franz Gertsch: woodcuts by the Swiss artist. Ends Aug 8. Dan Flavin: installations 1969-83 by the American artist. Ends Aug 22. Closed Mon. **LONDON** Hayward Gallery Anatara: the largest exhibition of Aboriginal and Torres Strait Islander art ever

mounted in Europe. Ends Oct 10. Daily. **LAKEVIEW** Academy of Arts Picasso's Series Paintings. Ends Oct 10. Daily. **TATE** Gallery Art and Liberation: painting and sculpture in postwar Paris 1945-55. Ends Sep 5. Turner's Painting Techniques. Ends Sep 12. Edward Burne-Jones: sketches from the museum's collection. Ends Nov 7. Daily. **INSTITUTE OF CONTEMPORARY ARTS** Genevieve Cadieux and Lee Miller: the Canadian artist's billboard-size photographs, poised between the erotic and the violent, are shown alongside a selection of Miller's rarely-seen photographs of the aftermath of the Second World War, combining aesthetic invention with shocking subject matter. Ends Aug 30. Daily. **MONTPELLIER** Musée Fabre French 17th century Paintings from Public Collections: 190 works by Poussin, Lorrain, Vouet and many others, showing the evolution of style throughout the century. Ends Sep 5. Closed Mon. **MUNICH** Villa Stuck Max Beckmann: 190 prints, woodcuts and lithographs 1901-48 from private German collections. Ends Nov 14. Donald Judd (b1928): a collection of furniture designed by the American sculptor, illustrating his attempt to reconcile art and everyday life in minimalist form. Ends Oct 3. Closed Mon. **LENBAUSCH** Idealism and Nature: 100 drawings and watercolours from the museum's collection of work by Munich artists from the period 1780 to 1850. Ends Oct

3. Closed Mon. **MUNSTER** Landeskunstmuseum 1200 Years of Visual Art in the Bishopric of Münster: altar paintings, sculptures, goldsmiths' work, book illustrations and drawings from the early Middle Ages to the 19th century, illustrating how art and religion went hand in hand in the history of one of Germany's oldest cities. Ends Oct 31. Closed Mon. **NEW YORK** Guggenheim Museum Paul Klee: 60 works from the museum's own collection. Ends Sep 19. Rebecca Horn: first full-scale retrospective of the German artist. Ends Oct 1. The SoHo site has Singular Dimensions in Painting: minimalist works from the 1960s and 70s by Elsworth Kelly, Agnes Martin, Robert Rymen, Richard Serra and others. Ends Aug 22. The main museum is closed on Thurs, the SoHo site on Tues. **METROPOLITAN MUSEUM OF ART** Drawings from the Getty Museum: 120 works by Titian, Raphael, Fragonard, David, Dürer, Rembrandt and others. Ends Aug 8. Nudes: 30 works from the collection of 20th century paintings, sculptures and drawings bequeathed by Scotland Thayer. Ends Oct. Paul Klee: 26 drawings. Ends Oct. Abstract Expressionism: works on paper from the period 1928-67 by American artists. Ends Sep 12. Closed Mon. **MUSEUM OF MODERN ART** Latin American Artists of the 20th century: 300 works by 90 artists from 1914 to the present. Ends Sep 7. Chuck Close (b1940): 15 large-scale screen prints. Ends

Sep 28. Pastimes in Prints: an exhibition exploring the depiction of leisure-time activities in printed art from the late 16th century to the 1950s. Ends Sep 28. Closed Wed. **PARIS** Louvre French Drawings from the Pierpont Morgan Library: beginning with works from the 14th century, the exhibition reaches its climax with 18th century masterpieces by Watteau, Fragonard and La Tour, and some great names from the 19th century, including Degas, Cassandre and Gauguin. Ends Aug 30. Closed Tues (Pavillon de Flore). **CARTES** musées available at all metro stations and museums, to include queuing at 60 museums including the Louvre, Musée d'Orsay and Versailles. **ST PETERSBURG** Hermitage Fabergé: goldsmiths' work produced by the firm of Carl Fabergé from the 1870s to 1918, when he fled the Bolshevik revolution. The collection, drawn from public, private and royal collections in east and west Europe, includes everyday objects, jewellery, smoking accoutrements and Imperial Easter eggs, some containing mechanical toys. After the current showing ends on Aug 15, the exhibition moves to Paris (Musée des Arts Décoratifs, Sep 24-Jan 2) and London (V&A Jan 26-April 10 1994). **SAARBRUCKEN** Saarland Museum Boris Kleit (b1903): more than 100 paintings, drawings and sculptures by the Alsatian artist who was influenced by Bauhaus, Kandinsky and Klee. Ends Sep 19. Closed Mon.

Two of a kind: David Marsh on how secret service chiefs are coping with the post-cold war world



United Germany is living in an unsafe new world, warns Mr Eckart Werthebach, president of the German domestic security service, the Bundesamt für Verfassungsschutz (BfV) - Europe's most public relations-minded intelligence agency.

In his airy office at the BfV's sprawling Cologne headquarters, Mr Werthebach, a 53-year-old veteran security specialist, ranks as the continent's chief hunter of spies, political extremists and assorted state enemies.

His checked jacket and confidence-inspiring suntan give him the air of a star clinical psychiatrist: a man who takes pride in precise observation of derangement. With aplomb and, when required, humour, he analyses his own anxieties about the changes since the fall of the Berlin Wall.

"Espionage has become less important," says Mr Werthebach, in charge since 1991 of the BfV and its DM230m (289m) annual budget. "But, overall, both Germany and the rest of Europe have become more unstable. So internal security needs to be defended more than during the time when we had the two power blocs - a situation which had a certain stabilising influence."

Mr Werthebach's main concern is the rise of right-wing German extremist violence, especially against foreigners. "The threat comes not longer from the east but from the overall wave of nationalism in Europe." A reported total of 1,008 German far-right attacks claimed eight lives in the first half of this year.

Most of these attacks were the responsibility of 6,400 "militant users of force" (often skinhead groups) classified by the BfV as the most aggressive of the 42,700 members of right-wing extremist parties and organisations. Xenophobic violence endangers not just asylum-seekers, but also the state, Mr Werthebach says. In best consulting room manner, he offers reassurance: "They will not be able to eliminate our liberal democracy."

Domestic extremists, together with agents of unfriendly foreign governments, have always been the BfV's targets. The service (literally, federal office for the

Street war against the skinheads



Eckart Werthebach: 'Extremism fades when the economy is good'

protection of the constitution) was set up in 1950, with the aim of collecting intelligence on adversaries of the freshly established West German state.

To scotch any idea that the BfV itself uses anti-democratic methods, the agency has an active public relations policy. One brochure contains a diagram illustrating its methods, including secret photography, telephone and post interception, infiltration and electronic eavesdropping.

After the collapse of the Soviet Union, many Germans thought the BfV had outlived its usefulness. The agency started to cut its 2,350 federal staff, separate from a further 2,500 Verfassungsschutz

employees in the states or Länder. (Britain's secretive domestic security service, MI5, is smaller, employing 2,000.)

In view of the need to deploy more resources against extremism, these plans have now been reversed. "In a few years, we will be back to our old level," Mr Werthebach says.

As far as spying is concerned, he says Russia is maintaining espionage under the auspices of the SWR, the successor to the KGB. "The personnel who were previously used for political work are now deployed to carry out economic and scientific espionage."

Somewhat bizarrely, the BfV is still helping round up former East German spies. "According

to information from defectors, there were 5,000 to 7,000 agents of the MfS [the East German state security ministry] in West Germany, of whom about 10 per cent were in sensitive positions. In some cases, they have since been taken over by the SWR. We are pursuing more than 2,200 leads."

Trials will continue, he says, for two or three years. There will be no amnesty until all details of the former East German spy network have been revealed. "If in the [Bonn] foreign ministry or defence ministry there are still informants of the MfS, the former KGB can put these people under pressure to work for them."

Tracking down former East German agents is probably the least arduous of the BfV's post-cold war challenges. Intelligence techniques are of limited use in combating shaven-headed neo-Nazi groups. A second problem is that when the BfV makes a bid to extend activities into new fields - for instance, cross-border crime - the public becomes uneasy that state surveillance is going too far. A third difficulty, Mr Werthebach admits, is that right-wing parties under BfV surveillance, such as the Republicans, can sometimes increase public support by claiming the state is adopting Nazi methods against them.

He says Germans voting for the far right are mostly "protest voters" rather than neo-Nazis. But he adds: "German history makes us look at right-wing extremism more critically than our western partners." Is Germany more vulnerable than other countries to extremism? Mr Werthebach emits a mellifluous chuckle. "The British have a certain calm which the Germans lack. The Germans thus react more hectically to social changes, raising the impression that they have a leaning towards right-wing extremism."

He mentions unemployment and reunification-induced economic problems. "The German experience is that right and left-wing extremism fades when the economic situation is good. I assume that we will recover economic stability - and extremism will lose its importance."

In the meantime, an institution many thought would fade with the end of the cold war has a chilling new importance. "People say we have never needed the Verfassungsschutz as much as today."



Behind the thick spectacles of Mr Arthur Docters van Leeuwen, the head of the Dutch internal security service, there glints professional sharpness, and just a hint of well-educated menace. He describes a "friendly talk" he held with a well-known KGB defector. "You might," he confides, "like to call it an interrogation."

In the solid brown headquarters of the Binnenlandse Veiligheidsdienst (BVD) in The Hague, Mr Docters explains how his employees need aptitude both for unearthing information, and for turning it to profitable use.

These are attributes wholeheartedly embraced by Britain's MI5, on which the BVD was modelled when it was set up in 1949. However, BVD employees are also required to espouse a most un-MI5-like characteristic: attachment to openness.

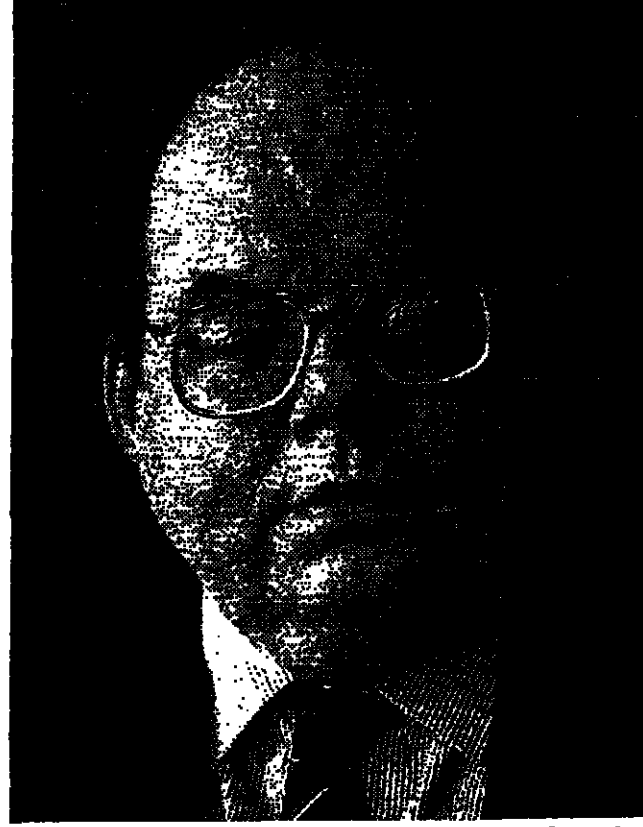
Mr Docters, a portly and philosophical 48-year-old career civil servant, passionately believes his service must be transparent and accountable. "If you want to sustain the democratic process, you have to be part of it. If you don't properly meet this requirement, you cease to exist."

"I abhor the idea of having an elite which is in the know about the dark side of society, which is entirely separate from ordinary people who know nothing about it."

The BVD maintains secrecy over individual operations - ranging from countering organised crime, terrorism and espionage, to surveillance of foreign nationals. It needs to be both clandestine and accountable. This is a difficult balance but a manageable one, says Mr Docters, who has been BVD chief since 1988. "We have a lot of room for manoeuvre. Dutch society is very open. We are easy people to deal with. But underneath we are quite security-minded."

Openness can enhance effectiveness. "The truth is a flimsy thing - you cannot coerce people into giving it. If you pay them, they will tell you only part of it. People must want to tell you. So you must invest in building up this public spirit."

He describes how a manager from a Dutch company came forward with information over



Arthur Docters van Leeuwen: 'Organised crime can be beaten'

Benefits of being open

the Iraqi super-gun. "We were the first western intelligence service to produce pictures of how this equipment was engineered."

Benefits can come in other ways, too. "Our people may go out in the evening and ask an elderly couple if they can use their bedroom for surveillance. If citizens do not know what the security service is doing, then you cannot expect co-operation from the public," says Mr Docters.

The BVD has about 600 employees and an annual budget of Fl 65m (223m). It issues an annual report (although not as fact-cramped as that of Germany's BfV security service), and is responsible to a parliamentary control committee.

any activity, you will find traces of it in Holland."

The BVD maintains links with 40 other security services, especially those of its EC neighbours. Like the BfV, Mr Docters knows Mrs Stella Rimington, the director-general of

MI5, well. "This [international co-operation is essential. Only about 5 per cent of our problems come solely from inside the Netherlands - the rest has some international connection."

The BVD maintains its counter-espionage role - geared nowadays to combating Russian desire for intelligence in the economic and technological fields. "We still don't trust the Russians because they state time and again that they are continuing to gather intelligence."

Another preoccupation is organised crime, for which the BVD was given responsibility three years ago. He backs the bid by Germany's BfV to be granted powers in this area - a move which would give the Netherlands a clear German counterpart for joint action.

"It would be wise for every country to give their security services a mandate on this front. Organised crime can be beaten, but this needs international co-operation."

He admits that, in this field, the BVD is short of information. "We know something about the cartels involved - South American, Turkish, Mediterranean. We have some facts - involving Italy, for instance. We do not have a good map. But we can acquire one."

Mr Docters outlines one specific reason why intelligence services need to be involved in organised crime. "There are people who are prepared to talk to the security services, knowing that the case will not come before a judge and their identity will never come out in the open. This sort of procedure has already proved its worth in counter-espionage and anti-terrorism."

The BVD's operations against organised crime demonstrate how it descends into areas outside the juridical environment.

"Our countries [the west] live by the rule of law. But we create organs which are, at least, on the border of the law. The fierce reactions you sometimes have in public life stem from this paradox. People don't like paradoxes."

Mr Docters believes the Netherlands has found a way out of the paradox: his service can operate effectively only because there is a national consensus that it should do just that.

This is the third of an occasional series on EC personalities

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL.

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EMS requires change - but not burial

From Mr Patrick Foley.

Sir, I wholeheartedly agree with almost all of what the "MIT Sir" say in their article. "Why the EMS deserves an early burial" (Personal View, July 29). However, I don't believe that it is necessary to scrap completely the exchange rate mechanism. In the June issue of Lloyds Bank Economic Bulletin, I set out a proposal for ERM reform, which would change the system into a much more flexible one, based on central rates which are reassessed regularly, perhaps by the new European Monetary Institution, to ensure that they have not moved out of line with economic fundamentals. Theory suggests, for instance, that German reunification required an appreciation of the D-Mark. The Bundesbank apparently pushed for this as early as 1989, but it was

resisted by other ERM members. In the absence of a D-Mark realignment, the relative price shift required for a real appreciation could only be achieved by prices in Germany rising faster than those elsewhere. Because the Bundesbank was, perhaps understandably, not willing to allow a surge in German inflation, the result has been disinflation elsewhere. In a system where central rates were determined by reference to what was required for economic equilibrium, such deflationary pressure would not arise: the D-Mark would have been realigned to take account of the effect of reunification. It is only by reform that the ERM will survive. Furthermore, I would argue that reform is essential to allow progress towards a single currency. We see in the latest Ger-

man interest rate move confirmation that the Bundesbank continues to put domestic considerations first. While understandable, it makes it even less likely that the ERM will survive in its current form. But that would be a good thing.

Patrick Foley, chief economic adviser, Lloyds Bank, PO Box 19, Hays Lane House, 1 Hays Lane, London SE1 2HA

From Mr Timothy J B Willis.

Sir, the EMS certainly failed to provide a universal panacea for the accumulated economic mismanagement of some countries. This does not mean that the system or the more important aim of monetary union should be declared dead. Austria has been able effectively to fix the schilling to the D-Mark

for decades, and the Netherlands for years. Some countries joined the EMS without the reforms and track record the unhealed capital markets demanded. The markets maintained their belief in the inability of governments to fight inflation. It is against the interests of these huge borrowers.

It is only with monetary union that the curtain of exchange rates can be lifted and local competitiveness can show in local prices. Politicians would no longer be able to hide their mistakes behind brave speeches of evil speculators. The voter/consumer could see the effectiveness of government in the prices they have to pay week in, week out.

It would be a great shame to let incompetence win again. Timothy J B Willis, Thornwood, 1, 68596 Frankfurt, Germany

No help from GM needed

From Ms Eileen M O'Connor.

Sir, Is it me, or might one call Mr Ferdinand Piech of Volkswagen a bit self-absorbed in thinking that US group General Motors is trying not only to destroy his company, but to undermine the German economy as well ("VW chief in furious attack on GM", July 28)? I may be wrong on this, but I would imagine that the German economy is perfectly capable of destroying itself with or without the help of Volkswagen or General Motors. Eileen M O'Connor, 20 Edgewood Road, Glen Ridge, New Jersey, US

Disquiet over competitive tendering

From Lesley Courcouf.

"Council contractors reduce tendering prices" (July 9), claiming savings in second round compulsory competitive tendering (CCT) contracts for refuse collection of upwards of 18 per cent has caused more than a little disquiet.

The plain fact is that the research on which the report is based appears to leave a good deal to be desired and the conclusions drawn are somewhat suspect. Many of the authorities listed were displeased at being cited as examples at this stage without consultation.

The Local Authority Associations have asked the Local Government Management

Board's CCT information service to carry out a detailed analysis of the authorities quoted as examples from the recent CCT report by CDG Research.

Not one single reference has so far been found to be wholly accurate. For instance, one authority mentioned that it is not actually due to re-tender its contract until November 1995 and another has suspended its CCT programme prior to the outcome of local government reorganisation and extended its existing contract.

We have not named the authorities here because the LGMB database has a duty of confidentiality to its members.

Even if the figures were accurate, one should not assume that the compulsory tendering process in itself necessarily generates any savings. Any apparent savings may be attributable to a range of factors including financial pressure and changes to service specifications.

It is naive to assume that changes occurring over the period during which CCT has operated have necessarily been brought about by CCT.

Lesley Courcouf, assistant secretary, public works, On behalf of the Local Authority Associations, c/o 41 Belgrave Square, London SW1X 8NZ

Significance of National Trust backing for organic farming

From Mr Patrick Holden.

Sir, The launch by the National Trust of its organic farming development fund is of very great significance to the future of organic food production in the UK ("National Trust moves to promote organic farming", July 22).

Interest in organic farming methods, as characterised by the avoidance of artificial fertilisers and chemical pesticides and the development of diverse, ecologically sustain-

able systems, has never been greater.

Yet it would appear that many of the organisations in the grant-making trust sector have yet to acknowledge the wider social and environmental benefits that are associated with organic farming.

As an example of this, not a single charity listed in the usual directories of grant-making trusts includes the support of organic farming among its objectives.

This unfortunate situation


no doubt arises from the fact that most existing charities were established long before the poisoning of our land and drinking water by intensive farming methods had become a matter of national public concern.

We would therefore like to appeal to the controllers and trustees of these many charities to consider amending their list of objectives to include organic farming and to give it a high priority in their rankings for financial support.

Not only are organic farmers and growers producing a food commodity that is in demand in the marketplace, but they are actively pursuing practical and principled solutions to the continuing denuding of the countryside by conventional agriculture, the welfare of farm animals and the very fabric of our rural communities.

Patrick Holden, policy adviser, Soil Association, 86 Colston Street, Bristol BS1 6BB

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Friday July 30 1993

Bleak summer for the ERM

HISTORY must judge whether the Bundesbank's actions of the past few years will eventually confirm, or undermine, its economic reputation as Europe's most accomplished central bank. For the moment, the only conclusion that can be drawn from its baffling behaviour of the past few days is that the Bundesbank's public relations skills are woefully lacking. Its decision to allow Europe's highly-strung foreign exchange markets to infer that a discount rate cut was imminent and then leave the rate unchanged appears, at best, incompetent.

The Bundesbank has achieved one thing for which it should not be criticised: no one can now accuse the bank of putting the preservation of the European exchange rate mechanism before its prime task of achieving medium-term stability.

Whether German interests do, indeed, mitigate against a further cut in short-term rates appears highly questionable. The suspicion remains that, after a sharp recession and when the yield curve is inverted, the bank's determination to set policy by contemporaneous inflation and monetary indicators may prove a serious mistake.

But the Bundesbank can and should be criticised for a series of actions which have served to feed the frenetic instability in Europe's money markets. Why, if the Bundesbank did not intend to cut the discount rate yesterday, did it unexpectedly reduce the highly sensitive repo rate the day before?

And why has it felt no obligation publicly to explain its actions?

One answer may be that a full explanation is too unpalatable for its council members to express. For Germany is no longer the strong and stable low inflation country that it once was.

This fact is at the root of the current difficulties. Fixed exchange rate systems work well when all the members of the zone are affected similarly by the same economic problems. They perform less well when some countries have special economic problems which require a different policy mix than that of the UK and Italy.

The ERM's current difficulties stem from the fact that Germany has structural budget problems and an inflation rate currently more than twice as high as that of France and Belgium and four times that of Denmark. For Germany, that will continue to mean high short-term interest rates. For its low inflation partners, it means ever higher real interest rates. The result is the unnecessarily deep recessions they are now suffering.

An ERM re-alignment would offer no realistic prospect of relief. While Germany remains the ERM anchor, it will continue to set the interest rates floor and the markets will continue to bet on whether the low inflation countries will be forced to breach it. A better solution might be for Germany to recognise that it - not France or Denmark - is the country with structural problems and so needs, temporarily, to leave the ERM.

The only other option for these low-inflation countries is to try to sweat the summer out. That means continuing to lose foreign exchange reserves while trusting the Bundesbank to intervene and the big speculative players to stay away. They may yet succeed. But at what price?

A right to privacy

THERE ARE fundamental difficulties in defining a right to privacy in English law, as successive inquiries, reports and private members' bills on the subject have discovered. A government considering legislation on privacy should proceed warily and consult on the widest possible basis. Yesterday's green paper on privacy should therefore be welcomed for its comprehensive and scholarly examination of this thorny issue.

Less welcome, however, is its recommendation of a civil remedy in law for people whose privacy is infringed. It is true, as the green paper argues, that "a society which permits individuals to choose how they are to lead their lives is one which will recognise the choice of privacy". But privacy is a complex subject: people need - or want - different amounts of privacy. And the right to privacy cannot be unconditional: people in public life must accept some loss of privacy in return for high office and popular esteem.

For these reasons, the green paper sensibly rejects an absolute right to privacy. But its proposed remedy against conduct which would infringe a person's privacy is scarcely better. Such a remedy must be open to a public interest defence, especially in a country where the media enjoy no constitutional right of free expression. The green paper suggests that matters falling into the public interest category would include

"seriously anti-social conduct" and "the discharge of a public function". Would the recent behaviour of some politicians or members of the royal family fit into these definitions?

And since there would be no access to legal aid in enforcing the proposed tort of privacy, only the rich would be able to use it. Mr Robert Maxwell and Mr Asif Nadir would undoubtedly have had the resources to use such provisions, unlike the widow of an IRA victim hounded by the press.

Public concern over infringements of privacy has abated recently, partly because of increasing suspicion that politicians would like greater protection from public scrutiny. Some of the more notorious allegations about the great and the good have been subsequently justified by events. In any case, the level of complaints to the Press Complaints Commission suggests that intrusion is less common than many suppose: just 109 admissible complaints on privacy were received in the 18-month period to July 1992.

That there have been quite unjustifiable and egregious infringements of the privacy of individuals is undeniable. But many of these might be better dealt with by tightening up on the laws of trespass and telephone tapping. Until those avenues have been fully explored, the case for legislation on privacy has yet to be made.

Destruction Derby

In the past week, the battle between General Motors and Volkswagen has escalated into a commercial war of a bitterness without parallel in recent memory. What on earth is it all about? One suggested cause can surely be ruled out: that Mr José Ignacio López de Arriortúa, whose defection to VW sparked it all off, is a manager of irreplaceable talent. His record in cutting GM's costs in Europe is undeniable. But it must be absurd to suppose that the gap between him and the nearest equivalent from GM's three quarters of a million workforce is wide enough to account for the scale of the dispute.

There is an altogether murkier alternative. GM, like VW, is engaged on developing a small car for the world market. Historically, the car industry has been unusual in its dependence on new models and the secrecy in which they are developed. But the level of aggression between GM and VW suggests there is more at stake than the shape of the boot or the design of the dashboard. GM has toiled for years to transform itself from a mass-production dinosaur to a flexible lean producer on the Japanese model. What if, for instance, GM has come up with genuine cost-saving innovations on the production line as a result of its labours on the multi-billion Saturn project?

This is speculation, and is likely to remain so. Were GM to have

any such innovations up its sleeve, it would scarcely be ready to share them with the world's press. But the idea would fit the accusations GM levels at Mr López: that - for example - he requisitioned data from GM amounting to 90,000 sheets of paper, and that he tried to poach another seven top GM employees.

VW's counter-accusations, lurid though they sound, merit serious consideration. Their main thrust is that GM has sought to plant commercial secrets in VW's computer system as a means of incriminating Mr López: and that boxes of secret data found in a flat formerly occupied by defecting GM executives were planted by persons unknown or by GM itself. But that would imply that GM felt so threatened by Mr López's managerial talents as to hand over sensitive commercial data in order to discredit him.

In a case so bafflingly short of facts, the field is open to speculation. But two conclusions are clear. The first is that this dispute is getting to the point where both managements stand to suffer serious damage. The second is that the passionate commitment of both parties is clear evidence of an industry in trouble. The underlying issue has to do with declining sales and chronic overcapacity in the world car market. The more clamorous the argument, the more cause the car industry has to worry.

The arcane and complex operation of England and Wales's electricity pool, the wholesale market through which power is traded, is not a subject on which much light is regularly thrown. The complex trading system leaves most observers in the dark. But when Professor Stephen Littlechild, the industry regulator, publishes a review of prices today, its role and future strategy will be under the spotlight in an intense bout of public scrutiny.

At issue is the future shape of the pool and, potentially, the survival in their present form of National Power and PowerGen, two of the UK's largest companies, which help to run it. Prof Littlechild has warned that, if not satisfied with explanations from the two big generators about rises of up to 30 per cent in pool prices this year, he may refer them to the Monopolies and Mergers Commission.

Though a referral is unlikely for some months, today's report is likely to criticise the generators and strengthen Prof Littlechild's belief that reform to the system is needed. He is not alone in this.

Prompted by the lobbying of industrial energy users, which are the main victims of the price rises, the government is considering plans to enable some of them to bypass the pool and buy directly from "dedicated" generators. This would have significant implications for most domestic electricity consumers who may see prices rise because they would have to pay a larger share of administration costs.

Pool managers and the electricity companies have already set up their own review of operations to take the heat out of the debate. They are looking at how the system can be simplified, and whether changes should be made in transmission services and the bidding system which sets prices. Initial findings are expected in the autumn.

The focus of attention is the trading system set up when the government privatised the electricity industry three years ago. The pool is run by executives appointed by the electricity companies. It is not a physical stock of electricity. Instead, it is a mechanism for setting electricity prices.

After weighing up supply, which is made available at varying prices by generating companies, and demand, it sets the price of electricity for each half-hour period of the next day. Without it, or something like it, there would be too much or too little electricity at any one time.

On a practical level, the pool has worked well. Electricity has been dispatched to where it is needed. As Prof Littlechild observes: "The lights have stayed on." Ministers note that most small industrial and household customers have benefited from lower prices since introduction of the pool. This is because their

Michael Smith on pressures to reform the pricing policies of England and Wales's electricity market

Critics cause a ripple in the pool

Electricity needs have been covered by fixed-price "hedging" contracts between generators and regional electricity companies, set several years ahead. Short-term changes in the pool price do not affect most consumers.

But for large users buying directly from the pool, the latest price increases follow the end of a scheme which, until privatisation, provided them with cheap electricity generated from cut-price coal.

The effect of the scheme's demise and pool price rises is demonstrated at Imperial Chemical Industries' chlorine plant at Runcorn, Merseyside, where power costs have risen by 70 per cent in the past two years. Plant managers believe they need to fall 40 per cent to bring costs into line with international competitors. Otherwise, they say, the long-term future of the site is in danger.

Such large users are particularly irked because the pool increases come when fuel costs are falling as a result of British Coal price cuts. PowerGen and National Power argue that some of the price rise has been beyond their control, resulting from difficulties with the computer software which calculates prices, and disruptions to the grid caused by smaller generating companies being connected to it.

National Power agrees that the prices it demands from the pool have risen since April, because contracts fixed at privatisation, which kept pool prices artificially low, ended in March. "Today's bid prices reflect more realistically the cost of electricity production," says Mr John Baker, chief executive.

The complexity of the pool's operation makes argument against the generators an arduous task. "It is difficult for an outsider to assess how the bid of a particular plant will affect the pool price," according to one large electricity buyer. "The generators, on the other hand, with a wealth of experience of the system, can design bids to achieve their particular aims."

The suggestion is that the generators have used their muscle in the market to push up pool prices. But they deny they abuse the system. While Prof Littlechild's report will help resolve the matter, some large industrial users believe a more effective way of reducing prices would be to persuade ministers to

A shock to the system

Electricity pool-selling price rises (£ per megawatt hour)

30

20

15

10

5

0

Apr

1990

1991

1992

30 Jun

Source: Energy Statements & Information Services

allow them to bypass the pool and buy direct from the generators. With pool-associated costs, including administration, amounting to 20 per cent of the final cost of a typical large user's power bill, the savings could be considerable.

Intensive energy users justify their case by saying the costs of running the system are mainly associated with fluctuating demand, for which they blame mainly domestic users. Heavy, continuous process industries, such as pharmaceuticals, tend to want constant amounts of electricity each hour of each day of the year. "Why should we pay for services, including expensive reserves, which are

needed because others have less predictable demand?" asks Dr Richard Wills, an economist at the Major Energy Users' Council, representing large consumers. "The innocent are paying for the actions of the guilty."

However, Mrs Margaret Thompson, pool chief executive, says that, if bypassing the pool means paying no pool-associated charges, "then it isn't on." The domestic customer would pay. We can try to charge on a fairer basis but the pool cannot be used to provide subsidies. She says she hopes the pool's internal review will make bypassing irrelevant. In it, the aims of participants vary, but they appear to agree the system

should be made simpler and more transparent.

The case for change is summarised by Prof Littlechild: "The more transparency you have the more effective and competitive a market you have. If participants believe a market is open and simple they are more likely to find it satisfactory."

One way to simplify the market would be to abolish the system whereby generators provide five different prices for each individual generating unit of each power station. "There ought to be a simpler way," says Mrs Thompson. "The engineers say it is important that the information is there. The question is whether the information needs to be fed into how the prices are set."

Most intensive energy users are more interested in another proposal being considered by the pool: whether it is prepared to accept "demand-side bidding" proposals. These would provide payments for electricity users who agree to reduce their consumption when the load on the system is high.

Among the advantages of such bidding are greater predictability of demand and a cost reduction. Pool executive members are concerned this would be a backdoor method of cutting prices for large users. "I'm not sure that agreeing not to take electricity, in effect doing nothing, is a service which demands payment," said one. "However it might be a more perfect market if demand-side bidding was introduced."

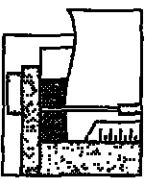
The third area under review by the pool involves transmission services, including whether the National Grid, which runs the electricity system, can be provided with new incentives to cut costs.

Under existing arrangements, the grid passes on all the costs of administering the pool to customers. It has suggested a complicated reform, backed by hedging contracts with electricity companies under which it would increase its exposure to risk but would expect to make a profit from doing so.

Interesting though the idea may be, the calculations on which it is based do not have the quality of simplicity. That is the problem for most of the options under consideration by the pool. "The fact is that people are talking at cross purposes," says an insider. "It is highly unlikely that you can introduce new rules and expect simplification at the same time."

Given the complexities and the need for consensus, the pool is likely to take several months to implement any reforms. In the meantime, prices show no signs of falling. Pressure for action by the pool or the government is not likely to ease; nor is speculation about the generators' bidding behaviour and a potential monopolistic reference.

A picture of a more open BBC



PERSONAL VIEW

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Recent turmoil at the BBC stems largely from its attempt to introduce radical management changes with more haste than finesse. But the process of change is being made more difficult by the BBC's confusing constitutional structure.

The basic problem is that the board of governors combines regulatory and managerial functions. Moreover, the BBC lacks a well-defined framework of objectives and performance indicators - obligations and aims are specified throughout the Charter, the Licence and Agreement, legislation such as the Broadcasting Act 1981 and even in the BBC's annual review, published on Wednesday. The resultant package is too lacking in precision to offer a peg for accountability to the viewing public.

If it is assumed that the BBC is to remain a single, coherent organisation

that serves the public interest by offering a broad range of distinctive programmes, what should its structure be when the current Charter expires at the end of 1996? Most important, regulatory and executive functions should be separated. An Office of Broadcasting (Ofbro) should be established, responsible by statute for regulating the BBC's execution of its obligations, for approving its strategy statement and for adjudicating on complaints. There are arguments for and against combining within Ofbro the regulation of other broadcasting channels, such as ITV, Channel 4 and cable and satellite. There may be advantages in having one regulator for the whole industry rather than several regulators, each enjoying a closer relationship with the organisation it regulates.

The powers of Ofbro should attach either to a single regulator or to a board appointed by the home secretary. The BBC as an executive body should be headed by a chief executive responsible to a board of executive and non-executive directors.

It should be the BBC's function to devise strategies for meeting obligations.

The new legal framework should be statutory as is the case in utilities regulation. A Royal Charter may give a breadth of capacity that is not offered by a statute, but this advantage means little to a body

such as the BBC which is also subject to a Licence and Agreement. A new Broadcasting Act should set down the duties of Ofbro and the BBC. The home secretary should continue to issue a licence to the BBC, which would be obliged to make a periodic "statement of strategy" setting out both how it sees its role and how it proposes to implement its objectives. The statute

would call on Ofbro to approve the policy statement with amendments where necessary.

The agreed strategy statement would then be reflected in a set of performance targets. Fortunately, television audience measurement makes it possible to capture both numbers of viewers and how much they appreciate individual programmes. It would therefore be natural to specify the BBC's targets as a combination of quantity and quality and to link the pay and tenure of the corporation's senior executives to the attainment of the targets.

A regime in which the ultimate regulator (Ofbro) lacks accountability to ministers depends on the openness of its procedures if it is to be seen as legitimate. To some extent a separate regulator and a published "statement of strategy" offer more openness than applies at present, but performance deficiencies may be due to poor execution, poor regulation or both. In a new initiative, therefore, increased public funding should be made available for a viewers' council, which

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A regime in which the ultimate

INTERNATIONAL COMPANIES AND FINANCE

Argentaria rises 14.6% to Pta43bn after provision

By Tom Burns in Madrid

ARGENTARIA, the state-controlled Spanish banking group that was partially privatised earlier this year, lifted first-half net profits by 14.6 per cent to Pta43.1bn (\$324m) after putting aside a Pta49.5bn provision for non-performing loans.

The profit figure was due to high earnings in fee commissions which were up by 13.3 per cent to Pta24.2bn and, in particular, to sharply increased extraordinary income which was up 33.6 per cent and reached Pta40.1bn.

Reflecting Argentaria's tightened management structure, nearly half of the extraordinary income was raised through loan recoveries.

The banking group's provisions, which increased by 45.6 per cent against the first six months of last year, raised Argentaria's non-performing loan coverage to 91.4 per cent.

Argentaria reported an

improved return of assets, to 0.87 per cent from 0.81 per cent in the first half of last year. The group's return of equity was up to 15.31 per cent from 14.60 per cent.

In early May, Argentaria placed just under 25 per cent of its shares on the market in an offering aimed at both the domestic retail market and foreign institutions. By the end of June, the offered share price of Pta3.90 had risen by 24.3 per cent to Pta4.725.

● Banco Esat, the investment banking subsidiary of Portugal's Espírito Santo Financial Holding, has joined Mr George Soros, the investor, in establishing a \$100m development capital fund. Reuter reports from Madrid.

The new fund, Espírito Santo Development Capital Investors, will make equity and equity-related development capital investments in companies located in Portugal or with significant business activities in that country.

"Esat's objective is to achieve long-term capital appreciation on its investments," Espírito Santo said.

The lead investor will be Soros Capital, which will contribute \$50m, while the Espírito Santo group will contribute \$7m to the new fund, through Banco Esat.

The Portuguese group did not say who would contribute the rest of the capital.

Soros Capital will be the vehicle through which Quantum Emerging Growth Partners would conduct some of its investment activities, the Portuguese group said.

Quantum Emerging Growth Partners is an open-end investment fund set up in 1992 principally advised by Soros Fund Management, which is solely owned by Mr Soros.

A representative of Soros Capital will be appointed to Esat's board of directors as well as to the executive and advisory committees.

Sharp rise at Bank Austria in first half

By Ian Rodger in Zurich

BANK Austria, Austria's largest bank, has reported a sharp improvement in earnings in the first half and forecast a 26 per cent rise in full-year pre-tax profits to Sch4.3bn (\$558m).

Improved interest margins, active securities markets and rationalisation measures following the 1991 merger which created the bank, contributed to a 51 per cent jump in first-half pre-tax profits to Sch2.01bn.

Mr Rene Alfons Haiden, the chief executive, said the bank expected for the second half "a basic continuation of the positive tendencies in the first half".

The bank announced that it planned to launch an American Depositary Receipt (ADR) programme on its preferred shares in the autumn. Last year, it started ADRs on its ordinary shares.

A London listing was postponed earlier this year because of the bank's poor 1992 results. It would be considered next spring at the earliest, the bank said.

In the first half, net interest income grew 11.6 per cent to Sch5.5bn due largely to the unwinding of an inverted yield curve during the period.

The bank said lending business was sluggish, and loans outstanding fell 0.8 per cent to Sch349.2bn. Commission income was flat at Sch1.23bn.

Partial operating profit, which excludes securities trading for the bank's own account, soared 41 per cent to Sch1.15bn. The bank cautioned that this growth rate figure, like that of pre-tax profit, was flattered by the depressed banking conditions in the first half of last year.

Total assets grew 3.3 per cent to Sch562.8bn.

The bank said its rationalisation programme was on schedule. The number of employees has been cut to 9,350 from 9,924, since the merger, and 18 of a planned 66 branch mergers completed.

Bank Austria is 51 per cent owned by two institutions controlled by the city of Vienna.

Underwriting holds back Allianz

By Richard Lapper

ALLIANZ, Germany's largest insurance company, yesterday reported a dip in pre-tax profits to DM1.62bn (\$855m) in 1992 after suffering its first underwriting losses in its domestic market since 1971.

The result, which compares with pre-tax profits of DM1.78bn in 1991, was better than most analysts had expected, mainly because of an improved performance by overseas subsidiaries.

After-tax profits fell to DM857.9m compared with DM1.048bn in the previous year, due to a higher tax charge. Earnings per share (calculated on the same basis as UK and US companies) were

DM26 compared with DM25.05, a rise of 39.7 per cent.

Underwriting losses in the German non-life market, where Allianz has a 17 per cent share, reflected heavy motor theft and weather-related claims.

They were offset by an improvement in the results of foreign subsidiaries, which were helped by effect of cost-cutting and higher premium rates.

Allianz subsidiaries in the UK (Cornhill), Italy (RAS), France (Allianz Vie) and the USA (Fireman's Fund) improved their underwriting results by DM350m.

Overall underwriting losses were DM1.68bn compared with DM1.78bn in 1991.

Investment income

amounted to DM3.305bn, DM250m less than in 1991 when extraordinary earnings from an asset swap, involving the group's Austrian subsidiary, amounted to DM434m.

"Allianz is in good shape for the single market. The company is leaner, more streamlined and even more customer-oriented," said Dr Henning Schulze-Noelle, chief executive.

Overall premium income rose by 12.3 per cent to DM54.7bn, of which DM29bn is generated from Germany.

The figures reflected the consolidation for the first time of figures for the second half-year from Deutsche Krankenversicherung, Allianz's health insurance subsidiary. At an underlying rate, income grew

at a rate of 10 per cent. Deutsche Versicherungs (OVAO), the former east German state-owned insurer acquired by Allianz in 1990, saw its premium income increase by 20 per cent, partially because of increases in premium rates.

The group is expecting further growth in premium income in 1993 to DM60bn but says its main focus is on improving underwriting results, through premium increases, restrictions in cover and cost cutting. The group lost 4,000 employees in 1992, mainly because of a shake-out at OVAO, and plans further reductions in 1993, cutting staffing levels from 63,000 to 60,000 people.

Telecom sales match Sip expectations

By Haig Simonian in Milan

SIP, Italy's main telephone operating utility, reported sales of L9,451bn (\$6m) in the first five months of this year. The company failed to produce comparable figures for the corresponding period in 1992, but claimed its results were in line with expectations.

The company said sales for the first half, due to be released in September, would be similar to the L10,801bn reported in the first six months of 1992.

The figures came as the Italian government gave its approval to the restructuring plan for the telecommunications sector, dominated by Sip, Sip's parent company, which is in turn controlled by the IRI state holding group.

The plan envisages the streamlining of the complex telecommunications sector, which currently includes seven leading public sector groups, and the creation of a single entity, tentatively called Telecom Italia.

In a first move, Sip is expected to merge with Italcable, the long-distance international carrier, early next year.

Mr Ernesto Pascale, Sip's chairman, said the company would not be seeking across-the-board tariff increases next year, but said it would try to restructure charges within existing ceilings.

The number of telephone subscribers rose to 23.5m by end-May, while subscribers to Sip's highly-profitable mobile telephone service climbed to 864,000.

● Sogefi, the Italian auto components group controlled by Mr Carlo De Benedetti's Cir

group, is setting up a joint venture with Arvin Industries of the US to rationalise their car exhaust systems businesses.

The new company, which will have sales of about L300m and 1,600 employees, will be Europe's biggest producer of silencers. It will have four factories in Italy, France and the UK.

The joint venture, combining Arvin's US exhaust technology with Sogefi's European sales and commercial know-how, will be geared exclusively to the replacement market.

Lex Service acquires Arlington for £49.5m

By Paul Taylor in London

LEX Service is consolidating its position as the UK's largest car distribution and leasing company by acquiring the Arlington group of 36 car and truck dealerships from Unigate for £49.5m (\$73.8m) in cash, including the repayment of £20m in debt.

The acquisition will increase the number of Lex car, van and truck dealerships to 129, well on the way to the group's target of 150 and more than its main rivals, Inchcape, Harwell, AFG and T. Cowie, according to figures supplied by Automotive Management.

It will increase Lex's share of the new car sales market in the UK to 3.6 per cent from 3.1 per cent.

The deal, which will be completed tomorrow, is an important step for Unigate, which has been refocusing its business on food and distribution. The proceeds of the sale will be used to reduce existing borrowings with gearing expected to drop to about 43 per cent from about 60 per cent.

It comes less than three months after Unigate was forced to postpone the planned public offering of Black-eyed Pea and Taco Bueno, its US restaurant businesses.

UK brewer to offload drinks retail chain

By Philip Rawstone in London

BASS, the UK's leading brewer, yesterday confirmed that it was negotiating the sale of its Augustus Barnett drinks retail chain to Allied-Lyons, the food, drinks and retailing group.

The long-rumoured deal, worth about £40m (\$59.7m) according to industry estimates, would consolidate Allied's position as the country's second-largest specialist drinks retailer, combining its 970 Victoria Wine outlets with Augustus Barnett's 540 shops.

Whitbread's Thresher chain, lifted by the £49.5m acquisition of 667 Peter Dominie outlets from Grand Metropolitan two years ago, is the leading retailer with 1,600 shops and a 10 per cent share of the home drinks market.

The merger of Victoria Wine and Augustus Barnett would give Allied an 8.6 per cent market share, well ahead of other specialists such as Oddbins and Cellar 5 with shares of under 2 per cent.

It would increase sales opportunities for its spirits and beer brands, improve its purchasing power and enable it to compete more effectively against the grocery multiples.

Government 'would look at Fnac deal'

By Alice Rawsthorn

MR EDMOND Alphandery, France's economy minister, yesterday said the government would examine the impact of a change of ownership at Fnac, France's largest books retailer.

GME, the mutual insurance group that owns Fnac, has announced plans to sell a 55 per cent controlling stake to Altus Finance, part of the Crédit Lyonnais banking group, and Générale des Eaux, the utility and media concern.

However, the prospective purchasers have only agreed to take an option on the stake and have until October to decide whether to exercise it.

Mr François Pinault, head of the Pinault-Printemps retailing group, has also indicated an interest in Fnac.

Mr Alphandery said the government "would not shrink from examining the effect" of a change in Fnac's ownership "whoever takes over the company".

DSM passes payout as profits plummet

By Ronald van de Krol in Amsterdam

DSM, the Dutch chemicals group, posted a sharp drop in second-quarter profits and warned that it expected a "clearly negative" result in the third quarter.

The company, which has been hit by the recession in Europe, omitted its interim dividend but refused to be drawn on whether it would pay a dividend for the full year.

Net profit in the second quarter dwindled to Fl4m (\$2.1m) from Fl110m a year earlier, repeating a pattern set in the first quarter when profit slumped to Fl6m from Fl100m.

It blamed the downturn on lower gross margins for ethylene derivatives, caprolactam, melamine and fertilisers, as well as on lower sales volumes.

Recession has hit demand from leading customers such as Germany's carmakers,

which account for nearly 15 per cent of DSM's annual turnover through their purchases of engineering plastics and elastomers.

Mr Ad Timmermans, a DSM board member, said the weakness of the economy in Europe and the traditional summer lull meant the company would fall into a loss for the July-September period.

But Mr Timmermans said the company could make no prediction for the second half or for the 1993 dividend.

He said the omission of the interim dividend "provided no indication for the final dividend," which would be decided in February, partly on the basis of the outlook for 1994.

In 1992, DSM cut its dividend by half after suffering a 57 per cent decline in annual profits. DSM's shares fell by 8 per cent at the opening in Amsterdam, but recovered during the day to close at Fl95.40, up slightly from Wednesday's finish of Fl94.50.

30th July 1993

This advertisement is issued in accordance with the requirements of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited. ("The Stock Exchange"). It does not constitute or contain an offer or invitation to any person to subscribe for or purchase any securities of Waterford Foods plc.

Waterford Foods plc

(Incorporated and registered in Ireland under the Companies Act, 1963 to 1990. Registered No. 105940)

Introduction to the Official List

Issue of Cumulative Redeemable Preference Shares of IR5p each at IR £1 per share

Arranged by AIB Corporate Finance Limited

Share capital following the issue of preference shares	
Authorised	Issued
5,750,000	A Ordinary Shares of IR5p each
24,000,000	B Ordinary Shares of IR20p each
678,928	Convertible Redeemable Preference Shares of IR4p each
2,500,000	Cumulative Redeemable Preference Shares of IR5p each

The principal activities of Waterford Foods plc are the production of dairy based consumer food products and ingredients in Ireland, Great Britain and the United States for distribution in many parts of the world. The Group also operates a fruit juice packing and distribution business in Great Britain.

Application has been made to The Stock Exchange for the A Ordinary Shares of Waterford Foods plc already issued which are currently dealt in the United Securities Market in Dublin to be admitted to the Official List in Dublin and London. Application has also been made for the Cumulative Redeemable Preference Shares to be admitted to the Official List in Dublin. It is expected that the applications for listing will be heard on 25th August, 1993 and that dealings will commence on 26th August, 1993. No application for listing has been made in respect of the B Ordinary Shares or the Convertible Redeemable Preference Shares in the capital of the Company.

Copies of the listing particulars of Waterford Foods plc may be obtained during normal business hours on any weekday (Saturdays and Public Holidays excepted) up to and including 3rd August, 1993 from the Company Announcements Office, The Irish Stock Exchange, 38 Angel Street, Dublin 2 and the Company Announcements Office, The London Stock Exchange, London Stock Exchange Tower, Capel Court Entrance, off Bartholomew Lane, London EC2 (by collection only). Copies may also be obtained on any weekday (Saturdays and Public Holidays excepted) up to and including 13th August, 1993 from the registered office of the Company: The Priory, Main Street, Dungarvan, Co. Waterford and from:

AIB Corporate Finance Ltd.,
AIB International Centre,
1FSC, Dublin 1.

Goodbody Stockbrokers,
122 Pembroke Road,
Ballinacorney, Dublin 4.

NCB Stockbrokers,
48/53 Lower Mount Street,
Dublin 2.

CITICORP

U.S. \$350,000,000

Subordinated Floating Rate Notes Due November 27, 2036

Notice is hereby given that the Rate of Interest has been fixed at 5% in respect of the Original Notes and 5.0873% in respect of the Enhancement Notes, and that the interest payable on the relevant Interest Payment Date August 31, 1993 against Coupon No. 93 in respect of US\$10,000 nominal of the Notes will be US\$4.44 in respect of the Original Notes and US\$4.52 in respect of the Enhancement Notes.

U.S. \$500,000,000

Subordinated Floating Rate Notes Due October 25, 2005

Notice is hereby given that the Rate of Interest has been fixed at 5% and that the interest payable on the relevant Interest Payment Date August 31, 1993 against Coupon No. 94 in respect of US\$10,000 nominal of the Notes will be US\$4.44.

U.S. \$500,000,000

Subordinated Floating Rate Notes Due January 30, 1998

Notice is hereby given that the Rate of Interest has been fixed at 5% and that the interest payable on the relevant Interest Payment Date August 31, 1993 against Coupon No. 91 in respect of US\$10,000 nominal of the Notes will be US\$4.44.

July 30, 1993
By: Citicorp, N.A. (Issuer Services), Agent Bank

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Floating Rate Debenture Notes due 2084

Notice is hereby given that for the six months interest period from July 30, 1993 to January 31, 1994 the Debenture Notes will carry an interest rate of 3.8125% per annum. The interest payable on the relevant interest payment date, January 31, 1994 against Coupon No. 17 will be U.S. \$195.32 and U.S. \$4,886.00 respectively for Debenture Notes in denominations of U.S. \$10,000 and U.S. \$250,000.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

July 30, 1993

Sakura Finance Asia Limited

Incorporated in the Cayman Islands

Mitsui Finance Asia Limited

U.S. \$150,000,000

Guaranteed Floating Rate Notes 1997

In accordance with the provisions of the Notes, notice is hereby given that for the three month period 30th July 1993 to but excluding 29th October, 1993 the Notes will carry an Interest Rate of 3% per annum. Coupon will be U.S. \$90.05 on the Notes of U.S. \$10,000.

Sakura Trust International Limited
Agent Bank

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CHANGES IN CRÉDIT NATIONAL'S STATUTES

There have been three major changes in Crédit National's statutes:

- the par value per share will be halved from FF 200 to FF 100 as from 11 August;
- non-registered shares become identifiable bearer shares;
- all holders of 1% of the share capital must identify themselves to Crédit National and declare their voting rights. This rule is also applicable for each multiple of 1%. If this rule is not adhered to, voting rights will be withdrawn for two years on those shares exceeding the fraction that should have been declared.

The last two measures are already applicable. They form part of Crédit National's policy of strengthening and modernizing its investor relations. It shows a particular respect for the interests of small shareholders, whose loyalty and confidence have always been appreciated by the company.

NOTICE TO HOLDERS OF UNITS IN THE KOREA TRUST

NOTICE IS HEREBY GIVEN that the Manager for the subject Trust, Doshan Investment Trust Co., has confirmed that the assets administration is to be made on and after August 30, 1993. Record date for this payment was June 30th, 1993.

Units holders who have not yet received their units should contact the Manager for the Trust, Doshan Investment Trust Co., 100, Queen's Road Central, Hong Kong, to obtain a copy of the units issued by the Trust. The Manager for the Trust, Doshan Investment Trust Co., is also responsible for the distribution of the units issued by the Trust. The Manager for the Trust, Doshan Investment Trust Co., is also responsible for the distribution of the units issued by the Trust.

16.125% - U.S.A. Canada.
20% - India, Turkey.
28.875% - Thailand, Philippines.
12.5% - Pakistan.
15% - Australia, Japan, Bangladesh, Belgium, Brazil, Denmark, Finland, France, Germany, Indonesia, Ireland, Italy, Luxembourg, Malaysia, Netherlands, New Zealand, Norway, Singapore, Sri Lanka, Sweden, Switzerland, Taiwan, United Kingdom.

The valid affidavit required by the Korean Tax authorities must take the form of a copy of a passport, I.D. Card, Certificate of Incorporation, or Certificate of residence issued by Federal or Local Government. An amended affidavit form C is used for the U.K. tax authorities is not acceptable.

Residents of Belgium and the Netherlands should surrender two original copies of affidavit of residence issued by their tax authorities under the current law provisions between them and Korea.

Paying Agents:
Main office of Citibank, N.A., in Brussels, Hong Kong, London, Tokyo, Zurich and Citibank (Luxembourg) S.A. in Luxembourg.

30th July, 1993

CITIBANK N.A. Agent
Principal Paying Agent

Citicorp Banking Corporation

(Incorporated in the State of Delaware)

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U.S. \$250,000,000 GUARANTEED FLOATING RATE SUBORDINATED CAPITAL NOTES DUE JANUARY 1997

Notice is hereby given that the Rate of Interest has been fixed at 5.25% and that the interest payable on the relevant Interest Payment Date October 29, 1993 against Coupon No. 35 in respect of US\$10,000 nominal of the Notes will be US\$132.71.

U.S. \$400,000,000 GUARANTEED FLOATING RATE SUBORDINATED CAPITAL NOTES DUE OCTOBER 1996

Notice is hereby given that the Rate of Interest has been fixed at 5.25% and that the interest payable on the relevant Interest Payment Date October 29, 1993 against Coupon No. 36 in respect of US\$10,000 nominal of the Notes will be US\$132.71.

July 30, 1993, London
By: Citicorp, N.A. (Issuer Services), Agent Bank

Union Bank of Norway

U.S. \$27,000,000

Subordinated Floating Rate Notes due 2002

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 29th October, 1993 has been fixed at 5.125% per annum. The interest accruing for such three month period will be U.S. \$332.64 per U.S. \$500,000 Note against presentation of Coupon Number 5.

Union Bank of Switzerland
London Branch Agent Bank

27th July, 1993

NOTICE OF REDEMPTION

SUMITOMO CORPORATION OVERSEAS CAPITAL LIMITED
JAPANESE YEN 10,000,000,000 PER CENT

NOTICE IS HEREBY GIVEN that Sumitomo Corporation Overseas Capital Limited has elected to redeem on Tuesday September 14, 1993 (the "Redemption Date") all of its outstanding 10 per cent notes due September 1993 (the "Notes") pursuant to 2001 Terms and Conditions of the Notes. On and after the redemption date interest on the notes will cease to accrue. The notes are to be redeemed at the par value of the Notes plus interest accrued to the redemption date. The notes, together with all interest coupons and other documents relating to the redemption date, should be presented and surrendered at the offices set forth above on the redemption date.

July 30, 1993
By: Citibank, N.A. Fiscal Agent

Christiania bounces back to black

By Karen Fossli in Oslo

CHRISTIANIA Bank, Norway's second-biggest bank, has bounced back to profit during the first six months, helped by securities gains, increased net interest income and a reduction in credit losses.

The bank's operating profit, after credit losses, was Nkr48m (\$47.4m) for the six months to June, against a loss of Nkr131m previously. Net profits totalled Nkr224m, compared with a loss of Nkr162m.

However, Christiania warned that problems in the fisheries industry - to which it has

loans of Nkr8bn - had forced up credit losses to Nkr31m in the second quarter, from Nkr261m in the first three months.

At the end of the second quarter, gross non-performing fisheries loans reached Nkr2.2bn, while exposed commitments were Nkr1.1bn. The bank has made specific provisions of Nkr1.1bn to this end.

Christiania said its main exposure to the fisheries industry was loans to clients outside Norway - primarily in Seattle, where access capacity in relation to fishing quotas had sharply reduced revenue.

The bank said it had been forced to lower the value of collateral covering fisheries loans and warned of considerable uncertainty attached to the new valuations. It charged accounts with Nkr11m in a write-down of fixed assets, against Nkr32m last year.

However, the tone of the bank's statement was generally upbeat. "Christiania's performance continues to improve and I note with satisfaction that in the second quarter the bank has again shown a net profit despite heavy losses within the fisheries sector," said Mr

Borger Lenth, president. First-half net interest income rose by Nkr44m to Nkr1.6bn as non-interest income increased by Nkr377m to Nkr1.18bn, including a Nkr415m gain on securities against Nkr75m last year.

The bank said the end-June market value of its share portfolio was Nkr133m higher than its book value, while the market value of bonds and certificates was Nkr58m higher.

During the six months, Christiania cut non-interest expenses by Nkr38m to Nkr1.1bn.

Kirin cuts forecast for full-year profitability

By Gordon Cramb in Tokyo

KIRIN BREWERY, Japan's biggest beer producer, expects profits to fall this year, despite a 7.5 per cent increase to ¥34.62bn (\$326.6m) before tax for the first six months.

The company has cut its forecast for parent company pre-tax profits to ¥80bn, down from the ¥82.70bn it made for 1992 and the modest rise to ¥83bn it had earlier projected for 1993.

That had been based on an assumed 3 per cent growth in beer sales, which Kirin now says has evaporated. Volume shipments have fallen, and revenue from the beer division edged ahead 0.4 per cent in the first six months. An unseasonably cool and rainy July will affect the second half.

Income is also thought likely to be affected by Kirin's temporary suspension of advertising following the arrest this month of senior executives on allegations of paying up to ¥33m to *sokajia*, racketeers who disrupt shareholders' meetings unless their financial demands are met.

Yesterday, the board accepted the resignations of Mr Hideo Motomura, the chairman, and two other managing directors, who are taking responsibility for the scandal. Although leaving the board, they remain advisers.

An earnings fall this year would be the second in a row for Kirin, which is labouring under economic downturn as well as the high capital costs of opening new breweries - meaning an extra ¥5.5bn in depreciation charges for 1993.

First-half revenues rose 1.1 per cent to ¥616.5bn, helped by a strong contribution from pharmaceuticals.

Net earnings per share, ¥13.88 at the interim level against ¥13.18, are expected to emerge at ¥35.15 for the year, compared with ¥35.6. Kirin intends to maintain a dividend of ¥10, of which ¥5 is being paid for the first half.

Competition's cold draught

Anheuser-Busch's defection looks set to shake up Japan's beer market, reports Gordon Cramb

JAPAN'S brewers are starting to be hit by the cold draught of competition. A number of shifts are taking place in the beer market, none of which look likely to favour the big four domestic producers.

● Poor weather, along with the economic downturn, was blamed for a 1.1 per cent fall in volume shipments for the first six months of this year, and the summer is forecast to be short.

● Price discounting by larger retailers is taking hold, and may force down margins.

● Hefty marketing outlays are required to woo increasingly fickle consumer tastes.

● After a capital spending binge, the brewers' international credit standing is being questioned.

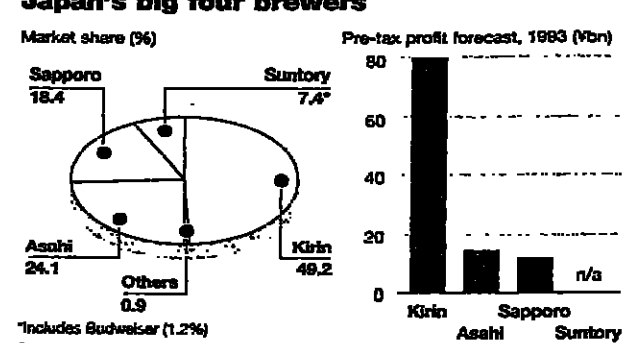
On top of that, there is Budweiser, America's biggest-selling beer. Anheuser-Busch has sold its beer in Japan for more than a decade, and has brewed and bottled it under licence since 1981 in an arrangement with Suntory, a privately-owned spirits distiller which is also the smallest of the four brewers.

The US giant is now defecting to Kirin, Japan's biggest brewer, leaving Suntory as the first casualty of the changing trading climate. Sales of Budweiser, although only some 1.3 per cent of the overall market, account for the vast majority of foreign beer sales in Japan and nearly one-sixth of Suntory's 7.4 per cent share.

Most industry watchers, however, see the benefits as more apparent for the US partner. It will have 50 per cent of the venture, called Budweiser Japan, with the remainder held by Kirin, whose earlier expectations of a 49 per cent stake were scuppered by the Fair Trade Commission, Japan's monopolies watchdog.

Kirin officials spoke this week of "both material and less tangible merits" from an association with the world leader. But in spite of slow demand and a new plant which came on stream in May, they say their company does not

Japan's big four brewers



*Includes Budweiser (1.2%)
Source: Densochem

need Budweiser to mop up excess capacity. They acknowledge that Budweiser is a potential rival to Kirin.

The relationship, contracted to last 10 years, will give Busch access to Kirin's bigger and more cohesive distribution network - for the most part, its wholesalers deal exclusively in products sanctioned by Kirin. At the same time, Budweiser Japan will apparently be free to use other channels.

Busch says it is not ready to discuss strategy. But it is believed to be seeking a significantly larger share of the Japanese market - figures of 5 per cent or even 10 per cent are being suggested. Kirin says: "We don't know how much Budweiser we are to produce."

In order to attain that sort of penetration, Busch is thought to be prepared to price Budweiser very aggressively. Its strong majority position in the joint venture will mean that it can do as it wishes. Either the market share of Kirin's own brands - which has already fallen from 80 per cent to below 50 per cent over the past five years - or its profitability, as it adjusts pricing to match, may be another casualty of the Busch push.

Moody's Japan, in a report on the industry, argues that the US beer giant's different cost structure from the domestic companies means that they "may find it difficult to predict Anheuser-Busch's pricing strategy in Japan".

Pricing structures and the distribution system for beer in Japan are both under pressure. According to Moody's, the ability of Kirin, Asahi, Sapporo and Suntory to co-ordinate price increases is on the wane.

Regulatory scrutiny may be tightened, the credit rating agency says, but changes to the liquor tax law have already allowed in supermarkets and other store chains, which have greater muscle to demand discounts.

The brewers' networks have traditionally supplied small family-run outlets, and commonly undertake home delivery. The recent arrivals, by one estimate, now account for more than 10 per cent of all beer sales. Also, they offer a wide variety, "resulting in increased opportunities to switch brands".

Moody's urges the development of a broad portfolio of brands - rather than reliance on a single flagship label which may go out of fashion - in order to adjust to a maturing market which is also opening up.

At the same time, it warns that the aggressive capital outlays of recent years have weakened their financial strength and says their credit quality will remain under pressure.

Anheuser-Busch has put ¥8.1bn (\$76.4m) into the Kirin venture and, with its financial muscle, come September it could force the domestic brewers to put their past cosy relationship on ice.

Norwegian medical group ahead at halfway

By Karen Fossli

HAFLUND NYCOMED, the Norwegian group best known for its radiology products, yesterday reported a slight increase in first-half pre-tax profits to Nkr782m (\$106.4m) from Nkr757m, but said it may double the dividend.

"The board will consider increasing the dividend per share for the current financial year by up to twice last year's distribution, bringing the payout ratio into line with other pharmaceutical companies," Haflund said.

The company paid a total of Nkr2.20 a share last year. Group sales improved by Nkr175m to Nkr2.793bn for the six months, following an increase in royalties to Nkr361m from Nkr272m.

Operating expenses increased by Nkr34m to Nkr1.797bn.

Operating profit fell by Nkr101m to Nkr741m, including research and development costs of Nkr361m against Nkr341m last year.

However, Haflund said that operating profit - once it had been adjusted for the shipping business spun off last year into a separate bourse-listed company - had risen by 2 per cent.

● Dyno Industrier, the diversified industrial group, reported a fall in first-half pre-tax profits to Nkr144m from Nkr164m. Sales rose by Nkr178m to Nkr4.005bn, helped by acquisitions and a higher dollar exchange rate.

"While the European recession continues to affect profits for the explosives group and parts of the plastics group, the rest of the corporation's operations produced profits above or near last year's levels," the company said.

Dyno forecast continued improvement in chemicals and automotive parts, but warned of low demand for explosives in Scandinavia.

Loss at Sumitomo Chemical

By Gordon Cramb

SUMITOMO Chemical, the Japanese chemicals and aluminium producer, has fallen into loss for the six months ended June - its first since 1986 - and will not pay an interim dividend.

It blamed the performance, which came on an 11 per cent fall in sales to ¥285.9bn, (\$2.7bn), on "the long-lasting economic recession in Japan and the rapid yen appreciation during the period."

Exports, which represent about one-eighth of sales, were down 14 per cent.

The pre-tax loss of ¥2.93bn (in large measure stemming

from a ¥2.83bn operating loss) compares with profits of ¥3.06bn before tax in the same period of 1992.

Chemical volumes and product prices both declined, the company said, more than offsetting the benefit of cheaper raw materials.

The loss would have been worse but for a ¥4.7bn gain on the sale of securities. The net loss was ¥3.25 a share, against earnings of ¥3.10, almost all of which last time was absorbed in an interim dividend payout of ¥3 a share.

For the full year, Sumitomo Chemical expects sales of ¥570bn, compared with ¥624.2bn, but made no

earnings forecast.

It said, however, that it did not expect a material impact on the results from an explosion earlier this month at an epoxy resin plant.

Moody's Japan, the credit rating agency, warned yesterday that credit risks of some of the country's chemicals companies could weaken in the coming years, for which it forecasted a "dramatic restructuring" involving a "permanent reduction in the number of players, something the industry has never experienced before."

Sumitomo Chemical's debt carries a Baa1 rating, higher than that of its peers.

Ingersoll-Rand in German buy

By Andrew Baxter

INGERSOLL-RAND, the US industrial and construction equipment group, is to expand its European interests with the purchase of a bearings business from Germany's struggling FAG Kugelfischer group.

The Torrington Company, I-R's wholly-owned bearings unit, is to buy Kugelfischer's needle and cylindrical bearing business, based at Künsebeck in Germany.

Terms were not disclosed, but Mr J. Frank Travis, I-R vice-president and president of

Torrington, said the purchase "greatly expands our presence in the European bearing market."

The Künsebeck factory employs 1,200 and sells its needle bearings principally in Germany and western Europe.

Mr Travis said that its products would complement Torrington's existing bearing lines, and add significantly to its metric production capability.

Torrington already has plants in the UK and Spain, and joint ventures in France and Italy.

Mr Travis said the purchase would enhance its capability as a supplier to European car-makers and other customers in the European Community.

In January, Kugelfischer announced a restructuring plan to cut costs following heavy losses last year. Tougher measures were later announced, and Kugelfischer is planning to close or sell more than half its 17 factories.

Last month, it announced it was putting Deutsche Kugellagerfabriken Leipzig, a loss-making eastern German subsidiary, into liquidation.

NZ telecom company up 61.5%

By Terry Hall in Wellington

TELECOM CORP, the New Zealand phone company, yesterday reported a 61.5 per cent lift in tax-paid profits to NZ\$118.2m (\$865.2m) for the three months ended June.

Mr Peter Shircliffe, chief executive, said the result heralded a very promising result for the full year.

Telecom, which is 60 per cent owned by Bell Atlantic and Ameritech, also announced plans for a capital restructuring which will reduce the num-

ber of shares on issue by 20 per cent and repay capital to shareholders.

Mr Shircliffe said Telecom had been boosted by robust volume growth in core markets and a "most satisfactory" reduction in operating costs.

Operating revenues were little changed at NZ\$597.5m.

Operating expenses fell by 15.1 per cent due to reduced personnel costs, depreciation and other operating expenses. Staff numbers have come down by 1,605 to 11,277 over the past 12 months. In May, the com-

pany announced plans to shed 5,000 staff over the next three years.

Earnings per share for the quarter were 5.1 NZ cents, compared with 4.1 cents.

On plans to restructure capital, Mr Shircliffe said that Telecom's assets were currently funded by capital at a ratio of 33 per cent debt to 67 per cent equity. This was more conservative than normal in the industry, he said.

The proposed restructuring was aimed at reducing the cost of capital.

Bank of East Asia lifts interim dividend

By Simon Davies in Hong Kong

BANK OF East Asia, Hong Kong's third-largest stock market listed bank, has increased first-half net profits by 25 per cent and will pay a higher dividend.

Net profit after transfers to inner reserves amounted to HK\$198.2m (\$25.5m) for the six months to June, up from HK\$162.7m in 1992. The interim dividend is being increased from an adjusted 22.9 cents a share to 27.5 cents.

The results were in line with analysts' expectations, and Mr David K. P. Li, chief executive, predicted a strong performance from the banking industry in the current six months.

Bank of East Asia traditionally launches Hong Kong's corporate reporting season, and it is seen as heralding another impressive set of results from the colony's banks.

In spite of the uncertainty from the Sino-British dispute over Governor Chris Patten's political blueprint, the property market has recovered and

re-export growth has continued, providing momentum for domestic loan portfolios.

Mr Li said: "During the second half of 1993, domestic consumption and investment are expected to pick up following a relatively quiet first half, while the outlook for external trade is largely positive."

However, gross interest margins have been exceptionally wide over the past year, and in the face of increasing competition analysts expect to see a reverse in this trend.

● Winsor Industrial, the big textile group, yesterday disappointed stock market expectations by announcing a 4 per cent decline in earnings for the year ended March. Net profit amounted to HK\$292.1m, down from HK\$371.8m in 1992.

The company has continued to focus its attention on relocating production away from the colony, in the face of rising labour and land costs, and increasing competition in slow export markets. Profit margins weakened considerably in the second half of the year.

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for a consideration of

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Financial advisers to Gas Argentino S.A.

Kleinwort Benson Limited

Banco General de Negocios

December 1992

Hankyu Department Stores, Inc.

Warrants (the "Warrants") issued in conjunction with U.S.\$200,000,000 4% per cent. Bonds 1996

Pursuant to Clause 3(h) of the Instrument dated 28th March, 1991 concerning the Warrants, notice is hereby given as follows:

Hankyu Department Stores, Inc. issued its Japanese Yen 15 billion 2 per cent. Convertible Bonds 2000 on 29th July, 1993 at the initial conversion price of Yen 1,240 per share which was less than the current market price per share of Yen 1,271 on 13th July, 1993 calculated as provided in Clause 3 of the Instrument.

As a result of such issuance and pursuant to Clause 3 of the Instrument, the subscription price in respect of the Warrants has been adjusted as follows:

Before adjustment: Yen 1,561.90
After adjustment: Yen 1,559.60
Effective date: 30th July, 1993 (Japan time)

HANKYU DEPARTMENT STORES, INC. Osaka, Japan

30th July, 1993

SGA SOCIETE GENERALE ACCORDANCE N.V. FRF 300,021,000

OPTIONAL FOREX LINKED ZERO COUPON NOTES DUE AUGUST 4, 1993

In accordance with the terms and Conditions of the Notes, notice is hereby given that, pursuant to paragraph 5. "Purchase and Redemption":

(c) "Optional redemption at the Noteholder's election, a nominal of FRF 3,783.10 has been presented for redemption. Nominal amount FRF 296,238,000

(d) "Final redemption at maturity, the Redemption Amount in respect of each Note payable on August 4, 1993 is equal to FRF 61,400

THE PRINCIPAL PAYING AGENT SOCIETE GENERALE GROUP 15, Avenue Emile Reuter LUXEMBOURG

Mitsui Marine 1993



A Message from the President

Ko Matsukata

During the business year under review, the earnings and expenditures position of the non-life insurance industry in Japan continued to experience difficulties. Compared to the previous year, there was a lower growth in premium increases and an increased loss ratio in the industry's main product, Automobile Insurance.

In June 1992, the Insurance Council published a report which addressed the issue of how to create the ideal Japanese non-life insurance business. A drastic reform of the system,

the first in over half a century, is now being studied and amendments to the Insurance Business Law and related laws are under review.

In the midst of this changing business environment, the Company will endeavor to further expand its business while making continuous efforts to improve qualitative aspects such as asset management, product development, claims surveying, as well as pursuing managerial efficiency. In this manner, Mitsui Marine intends to become a company showing high profitability and displaying comprehensive ability thus gaining the trust and high evaluation of the public and customers alike.

The Company will celebrate the 75th anniversary of its foundation in October, and on this occasion we would greatly appreciate your continued support and encouragement as we strive to forge ahead and develop our business.

FINANCIAL HIGHLIGHTS

	Yen in millions			U.S. dollars in thousands	
	1991	1992	1993	1991	1993
For the years ending March 31, 1991, 1992 and 1993					
Net premiums written	¥ 487,488	¥ 526,675	¥ 548,604	\$ 4,729,345	
Premiums earned	457,056	501,044	532,016	4,586,345	
Net income/(loss) from underwriting	4,239	(34,659)	(13,375)	(115,302)	
Investment income, net of investment expenses	49,423	39,819	40,677	350,664	
Net income	29,622	7,389	9,079	78,267	
Total assets	3,670,147	3,298,277	3,285,620	28,324,310	
Stockholders' equity	974,900	732,310	718,390	6,193,017	
Combined loss and expense ratios (%)	96.4%	104.8%	101.2%		
Net income per European Depositary share, each representing 10 shares of common stock (in yen and U.S. dollars)	¥ 401.80	¥ 101.78	¥ 124.57	\$ 1.07	

Note 1: The above figures have been calculated under the generally accepted accounting principles of the U.S.
Note 2: U.S. dollar amounts above have been translated from yen, for convenience only, at the rate of ¥116 = US\$1.



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INTERNATIONAL COMPANIES AND FINANCE

UAL tops expectations but warns of more cuts

By Karen Zagor in New York

UAL, parent of United Airlines, yesterday revealed better-than-expected second-quarter earnings of \$22m, or 54 cents a share. But it noted the results were still far from satisfactory and warned that further cost-cutting measures were necessary.

The net income compared with a loss of \$91m, or \$3.80, in the same period of 1992 when vicious domestic fare wars and the effects of recession hurt the entire industry.

At the operating level, UAL had earnings of \$84m, compared with a deficit of \$93m a year earlier.

Operating revenues rose to \$3,550m from \$3,140m, while operating expenses were 7.1

per cent higher at \$3,460m.

Mr Stephen Wolf, chairman, described the results as "clearly unsatisfactory. While considerable progress was made on a relative basis on cost reduction, long-term viability in the domestic market requires substantial further reduction in unit costs."

Earlier this month, UAL's three main unions said they would make substantial wage concessions in exchange for a large equity stake in the company.

Mr Wolf said the revenue performance continued to reflect fare discounting on domestic and North Atlantic routes as well as continued weak demand in the Pacific.

United's cost per available seat mile fell 3.6 per cent to

9.09 cents in the quarter, largely as a result of a \$400m annualised cost-cutting programme which started earlier this year.

United's yield - passenger revenue per mile flown - rose to 12.30 cents in the second quarter from 12.14 cents a year earlier. Its load factor averaged 67.4 per cent, against 67.3 per cent the previous year.

For the first half, UAL suffered a net loss of \$115m, or \$5.38 a share, excluding a one-time charge for debt retirement. A year earlier, UAL lost \$199m, or \$8.33, excluding the impact of accounting changes.

Operating revenues for the first half rose 12.6 per cent to \$6,880m, while operating expenses were 8.5 per cent higher at \$6,920m.

Decline at Xerox is steeper than expected

By Karen Zagor in New York

XEROX, which issued a profits warning in May, yesterday unveiled a sharper-than-expected decline in second-quarter earnings from its core document processing business.

For the three months to June 30, Xerox net income fell to \$112m, or 96 cents a primary share, from \$124m, or \$1.12, a year earlier.

Income from the core document processing business fell to \$111m, or 95 cents, from \$124m, or \$1.12, last year. Revenues slipped to \$3,640m from \$3,550m the previous year.

Xerox warned investors in May to expect an earnings downturn. Its shares then dropped 3% to \$72. The stock was 3% lower at \$71.12 at mid-session yesterday. Most analysts had expected earnings of about \$1.03 a share.

Xerox blamed some of its problems on the unexpectedly lengthy process of reorganising its sales force and the ensuing disruption. It said earnings were hurt by weak European economies and an unconvincing recovery in the US. Mr Paul Allaire, chairman, said: "The economic environment in both the US and Europe is causing customers to scale back spending on office equipment."

Document processing gross margins fell in the quarter, reflecting a shift towards low-margin products with lower margins, pricing pressure and unfavourable currency translations.

Mr Allaire said Xerox would strive for earnings growth for the full year. But he noted the European economic environment would probably remain soft in the second half.

First-half net income was \$301m, or \$2.73 a share. A year earlier, the company took charges of \$74m for accounting changes which contributed to a loss of \$405m, or \$4.56.

Income from document processing edged 4 per cent higher in the period to \$236m from \$227m. Revenues were \$6,840m, against \$6,560m.

Dow Jones buys stake in Asian satellite channel

DOW JONES, the US media group, is taking a 29.5 per cent stake in Asia Business News, a Singapore-based company that is launching Asia's first satellite channel covering business, financial and economic news, Reuters reports from New York.

The service will use the resources of Dow Jones, which includes the Asian Wall Street Journal and Dow Jones Telestar.

Other shareholders in Asia Business News will be Television New Zealand and Telecommunications of the US, each with 29.5 per cent, Singaporean SIM Ventures with 10 per cent and Business News Network of Hong Kong with 1.5 per cent.

Merck seeks a new drugs formula

Richard Waters examines implications of the Medco takeover

THERE are two ways of looking at the proposed takeover of Medco Containment Services, the US's biggest drugs distributor, by Merck, the country's (and the world's) largest manufacturer of pharmaceuticals.

It could be a straight grab for market share by Merck in the face of fast-falling margins on prescription drug sales. Or it could be the beginning of a process of vertical integration in the healthcare field, leading to a more efficient delivery of drugs to users, bringing down overall healthcare costs and improving the effectiveness of treatments.

There is no doubt which of these interpretations Mr Roy Vagelos, Merck's chairman, was putting on his company's \$6bn takeover of Medco, announced on Tuesday.

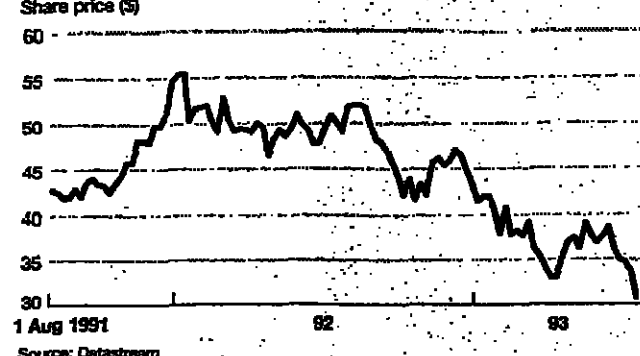
A revolution in drug provision is about to reshape the industry in the US and elsewhere, he said. The beneficiaries will be the users of drugs and the governments, corporations and others who are increasingly the ones who foot the bill.

Hospital admissions which result from misuse of drugs, duplicate treatments and the prescribing of excessive dosages together waste around \$15bn a year, Mr Vagelos said. By creating a closer link between the patients, doctors, hospitals, pharmaceutical companies and the people who pay for drugs, the Merck/Medco link would make the provision of drugs more efficient. Medco's contribution: a database on customers and drugs usage which is unrivalled and which would take Merck years to duplicate, said Mr Vagelos.

Merck's vaunted claims for

Merck

Share price (\$)



Source: Datastream

the takeover were directed in part at Washington, which could yet decide that the takeover violates anti-trust law.

They also reflect an attempt to reassure two other powerful groups: Merck's competitors, whose willingness to supply drugs to Medco at discounted rates have accounted in part for that company's success, and Medco's customers, who rely on the distributor to find them the most suitable and cheapest products in the market, whoever the manufacturer.

The market for anti-ulcer drugs could provide a litmus test for the future. A \$2.5bn to \$3bn market in the US, it is dominated by Glaxo's Zantac, which accounts for \$1.5bn of the sales. SmithKline Beecham has its own contender, Tagamet, which sells \$500m a year, while Eli Lilly has Axid, whose sales reach \$150 to \$200m.

Merck's own drug in this category, Pepcid, has sales of \$400m. Will Pepcid now become the standard anti-ulcer drug recommended by Medco? And will Glaxo and others take

pre-emptive action by reducing the discounts they give Medco on their products?

Both sides expect Medco's buying of Merck products to rise from its current \$250m a year (or 9 per cent of Medco's total purchases). Any increase, though, will result not from a desire to push Merck drugs, but from the fact the link-up would lead to Merck drugs becoming better designed, or better priced, to suit Medco customers, said Mr Martin Wygod, the distributor's chairman.

The stock market's interpretation of Tuesday's announcement was rather more down to earth than the vision outlined by Mr Vagelos.

By paying \$6bn, Merck was diluting its earnings per share by 6 to 7 per cent, analysts said. The market was less clear about the benefits of integration, and a share price fall of 1% on Tuesday was followed by another 1% yesterday, to 30%, before the close.

The prices of all the big US pharmaceutical groups also lost ground on the news, which seemed to threaten an extra twist to the price war which

has hit pharmaceutical company shares in recent months.

Pressure on drugs prices caused not by the proposed health care reforms of the Clinton administration, but by a push by big drugs buyers to cut their bills - has driven pharmaceutical companies' shares down in recent months.

Discounts of up to 25 per cent are becoming familiar. According to Mr Viren Mehta, an analyst at New York-based Mehta and Islay, some \$4bn of Merck's sales come from six big products. Each competes with similar drugs from other companies (in the jargon of the industry, they are "me-too" drugs) and so is vulnerable to severe discounting. A 25 per cent cut in these sales would wipe \$1bn off Merck's turnover.

Meanwhile, the shares of other drugs distributors rose on the news, buoyed by a belief other big manufacturers would feel impelled to protect their distribution channels.

The trouble is, Medco stood head and shoulders above its competitors: it is estimated to account for half the market in mail-order sales, and to account for as much as 10 per cent or more of all bulk-buying of drugs.

Both competitors and customers were digesting the news yesterday. Big customers like General Electric said it was too early to say whether they would need to reconsider their links with Medco.

Competitors, meanwhile, complained privately of the arrangement - though any retaliatory action would damage their own businesses, cutting them off from one of the US's biggest distributors.

European side hits Walt Disney

By Karen Zagor

WALT DISNEY, the US entertainment group, reported a 10 per cent improvement in underlying third-quarter net income in spite of a significant loss on its investment in Euro Disney in the quarter.

The company warned that Euro Disney expects to post a loss in the fourth quarter, which would affect Walt Disney's fourth-quarter results.

The investment in Euro Disney resulted in a loss of \$30.9m

in the quarter. Its equity share of Euro Disney's loss was partly offset by royalties and other income related to the investment.

Stripping out new accounting methods for pre-opening costs, the investment in Euro Disney would have resulted in a loss of \$48.5m in the quarter.

Walt Disney's income for the quarter to June 30 was \$259.1m, or 48 cents a share, compared with \$220.8m, or 41 cents, a year earlier. Revenues rose 3.2 per cent to \$1,940m.

Stripping out the impact of accounting changes, net income rose 10 per cent to \$242.7m, or 45 cents, in the latest quarter while operating income was 14 per cent higher at \$477.2m.

For the first nine months, Disney's net income fell 36 per cent to \$377.6m, or 69 cents, including accounting changes. A year earlier, it earned \$593m, or \$1.11. Stripping out accounting changes, net income rose 19 per cent to \$707.5m, or \$1.30. Revenues hit a record \$6,350m.

Anheuser Busch to step up dividend

By Karen Zagor

ANHEUSER-BUSCH, the biggest US brewer, posted essentially flat second-quarter net income on sales which edged 1.3 per cent higher, and said it would raise its quarterly dividend by 12.5 per cent.

For the 1993 second quarter, the company had net income of \$308.6m on sales of \$3,430m, compared with earnings of \$308.4m on sales of \$3,380m a year earlier. Fully diluted earnings per share rose 4.7 per cent to \$1.11 from \$1.06. There were fewer shares outstanding in the latest quarter.

The company also said it would increase its quarterly dividend on common stock to 36 cents a share from 32 cents. First-half net income was \$502.7m, or \$1.80, against \$446.8m, or \$1.54, last time on sales of \$6,300m against \$6,410m. Last year's earnings included charges of \$76.7m for accounting changes.

Microsoft improves 26% in fourth period

By Martin Dickson in New York

MICROSOFT, the leading personal computer software company, reported a 26 per cent increase in fourth-quarter net income, helped by its popular Microsoft Windows operating system.

It reported net income of \$265m, or 87 cents a share, against \$210m, or 71 cents, in last year's fourth quarter.

Revenues were \$1,040m - its first billion dollar quarter - against \$815m a year ago.

Full-year net income rose 35 per cent to \$953m, from \$708m in 1992, while earnings per share totalled \$3.15, against

\$2.41. Revenues rose 36 per cent to \$3,750m, from \$2,760m. Mr Mike Brown, vice-president of finance, noted that net income equaled 25.4 per cent of revenues in fiscal 1993.

Mr Bill Gates, chairman, said: "Throughout the year the adoption of the Microsoft Windows operating system worldwide has been a major part of our success. Microsoft has distributed more than 30m copies of Windows and continues to distribute more than 1m copies a month."

He said the company was making long-term investments in technologies, including software for office machines and personal home devices.

Sun Microsystems beats predictions in final term

By Richard Waters in New York

SUN Microsystems, the US computer group, exceeded market expectations with net income in the fourth quarter to the end of June more than double the level of a year ago. It warned, however, that recession in Europe would harm results for the current quarter.

Net income for the quarter rose to \$78.1m, or 72 cents a share, from \$37.7m, or 37 cents

a year ago. Turnover climbed 30 per cent to \$1,260m, during the quarter, from \$972m a year earlier.

The system software company sold 140,000 software product licences, while Sun Microsystems Computer shipped a record 71,000 computer systems and 92,000 processors.

For the financial year, net income slipped to \$156.7m from \$173.3m on turnover of \$4,300m up from \$3,600m.

ITT registers 152% jump in net income

By Patrick Harverson in New York

SHARES in ITT rose yesterday after the diversified US conglomerate reported a 152 per cent jump in second-quarter net income to \$267m following improved performance from all but one of its eight main business lines.

Group sales rose slightly to \$5.5bn. The news lifted ITT's shares on the New York Stock Exchange 1% to \$89.4, a new 52-week high, before the close. Investors appeared untroubled

by a warning from Mr Rand Araskog, ITT's chairman, that some of the group's markets would "soften" in the second half of this year.

ITT's latest results were affected by special items, including a \$10m restructuring charge, a \$50m provision to cover the losses on early retired debt, a \$63m gain on the sale of its unsecured consumer loan business, and \$25m of capital gains in the group's insurance portfolios.

Among ITT's businesses, its financial and business services group put in an especially

strong performance. Operating results at the insurance unit, ITT Hartford, improved dramatically, with earnings jumping from \$41m a year ago to \$127m this year. This followed a drop in catastrophe losses, favourable underwriting results, higher capital gains and the absence of losses relating to its Cameron and Colby business.

Better results from its commercial lending business lifted ITT Financial's earnings 15 per cent to \$75m. The only unit in the financial and business services group to report a decline

in income was ITT Communications and Information Services, where foreign exchange losses led to a small drop in earnings to \$66m.

In the manufactured products division, earnings at ITT Automotive jumped \$30m to \$54m as material and overhead costs fell. ITT Defense and Electronics also reported sharply higher income at \$18m, as did ITT Fluid Technology. Both units benefited from improved cost control.

ITT Rayonier, the forest products operation, reported doubled income to \$50m.

Nortel charge pushes BCE to C\$520m loss

By Robert Gibbins in Montreal

BCE, Canada's biggest telecommunications group, suffered a C\$520m (US\$400m) loss for the second quarter, equal to C\$1.77 per common share, after absorbing its share of a US\$400m writedown by 52 per cent-owned Northern Telecom. BCE's loss was in line with analysts' estimates, following last week's news from Nortel

that its second-quarter loss equaled US\$4.13 a share, including the writedown.

BCE recorded a second-quarter profit of C\$246m, or 72 cents. Its consolidated revenues were C\$4,920m, against C\$4,980m, mostly from Bell Canada.

BCE's first-half loss was C\$299m, or C\$1.13 a share, against a profit of C\$544m, or C\$1.60 last year.

PanCanadian Petroleum doubles first-half profit

By Robert Gibbins in Montreal

PANCANADIAN Petroleum, one of Canada's top three natural gas producers and a key affiliate of the Canadian Pacific group, doubled first-half net profit as it gained from two years of heavy investment in oil and gas production.

First-half profit was C\$122.5m (US\$96m), or 98 cents a share, against C\$58.3m, or 47

cents, a year earlier, on revenues of C\$492m, against C\$416m.

Second quarter per-share earnings were 49 cents against 31 cents and revenues for the quarter advanced to C\$282m from C\$218m.

The company said the second half would bring more gains in oil production and the outlook for gas was good with the prospect of further price rises.

European Investment Bank

US\$200,000,000 Floating rate notes due January 2003

Notice is hereby given that the notes will bear interest at 5% per annum from 30 July 1993 to 31 January 1994. Interest payable on 31 January 1994 will amount to US\$128.47 per US\$100,000 note and US\$2,569.44 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

Wells Fargo & Company

US\$200,000,000 Floating rate subordinated notes due 2000

In accordance with the provisions of the notes, notice is hereby given that for the interest period 30 July 1993 to 31 August 1993 the notes will carry an interest rate of 5.25% per annum. Interest payable on the relevant interest payment date 31 August 1993 will amount to US\$46.67 per US\$100,000 note and US\$233.35 per US\$500,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

T. C. Ziraat Bankasi
(Incorporated in the Republic of Turkey with limited liability)

U.S. \$140,000,000 Floating Rate Notes Due 2001

Notice is hereby given that the Interest Rate for the period from 24th July, 1993 to 31st January, 1994 is 4.5%. The Floating Rate Note Interest Amount payable on 31st January, 1994 is U.S. \$248.65 per U.S. \$100,000.

In accordance with clause 6(c) of the Terms and Conditions of the Notes, the Interest Rate applicable for those Noteholders who have elected to Redem their Notes on 31st January, 1994 is 4.5% and the Floating Rate Note Interest Amount payable will be U.S. \$222.81 per U.S. \$100,000.

Bankers Trust Company, London Agent Bank

NOTICE TO HOLDERS OF THE FLOATING RATE SENIOR NOTES DUE 1998 (THE "NOTES") ISSUED BY CHEMICAL BANKING CORPORATION (THE "COMPANY"):

NOTICE IS HEREBY GIVEN that the Company intends to and will redeem on August 31, 1993 (the "Redemption Date") all of the Notes which are outstanding on the Redemption Date at a redemption price equal to 100% of the principal amount thereof together with any accrued and unpaid interest on the Notes to the Redemption Date, interest upon the Notes shall cease to accrue on and after the Redemption Date.

Payment will be made on or after the Redemption Date upon presentation and surrender of the Notes together with, in the case of Bearer Notes, all appurtenant coupons maturing on or subsequent to the Redemption Date, at the specified offices of any of the Paying Agents listed below.

Paying Agents

Chemical Bank Chemical Bank House 180 Strand London WC2R 1ET England	Chemical Bank Tour Gan 16 Place de l'Ér 92082, La Defense 2 Paris, France
Chemical Bank A.G. Ulmstrasse 30 6000 Frankfurt am Main 17 Germany	Union Bank of Switzerland 45 Bahnhofstrasse 8021 Zurich Switzerland
Banque Internationale à Luxembourg S.A. 2 Boulevard Royal Luxembourg City Luxembourg	Kreditbank N.V. 7 Arenbergstraat 1000 Brussels Belgium

For Registered Notes Only

By Mail:
Chemical Bank
Global Operations Department
G.P.O. Station, P.O. Box 2862
New York, New York 10116

By Hand:
Chemical Bank
Room 234 North Bldg.
Corporate Tellers
55 Water Street
New York, New York

CHEMICAL

July 28, 1993

This announcement appears as a matter of record only.

International Bank for Reconstruction and Development
Washington, D.C.

IEP 40,000,000
7 7/8 per cent. Notes due December 2, 2002

issued under the
ECU 2 billion Euro MTN Programme

Lead-manager

ABN AMRO Bank N.V.

Distributed in co-operation with

Riada Stockbrokers Ltd.

July 1993

The Kingdom of Belgium

US\$400,000,000 Floating rate notes due 1996

In accordance with the provisions of the notes, notice is hereby given that for the interest period from 30 July 1993 to 31 January 1994 the rate of interest on the notes will be 3.4375% per annum. The interest payable on the relevant payment date, 31 January 1994 will be US\$4,416.23 per US\$250,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

Republic of Italy

ECU1,000,000,000 Floating rate notes due 2005

Notice is hereby given that the notes will bear interest at 7.5375% per annum from 30 July 1993 to 29 October 1993. Interest payable on 29 October 1993 will amount to ECU100.32 per ECU1,000 note and ECU1,003.21 per ECU50,000 note and ECU2,006.42 per ECU100,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

BANKAMERICA CORPORATION

Dutch Guilders 250,000,000 Floating Rate Notes 1998

Notice is hereby given that the Interest Rate for the period from July 30, 1993 to January 31, 1994 is 4.5%. The Rate of Interest has been fixed at 6.50 per cent and that the interest payable on the relevant Interest Payment Date, January 31, 1994 against Coupon No. 16 in respect of NLG 50,000 nominal of the Notes will be NLG 1,670.14 and in respect of NLG 100,000 nominal of the Notes will be NLG 3,340.28.

ABN AMRO Bank N.V.
Agent Bank

ISMA calls for reduced period of settlement

However, Ecu bonds fell sharply, with the Ecu bond

"There may be some increase in tension and further tests on

■ OUTSIDE the increasingly

strongly as inflationary pressures remain low. August 2003 T-bond yields crashed through

inflation, rose only 2.6 per cent

GDP growth of at least 2 per cent, and had warned the

year dollar-linked drachm bond will rise to 5.80 per ce

The date set for the change over is January 1995.

HK securities firm enters Shanghai SE

U.S. DOLLAR STRAIGHTS	Issued
ABN 9½ 94	200 10
Alberta Province 9½ 95	600 10

A INTERNATIONAL BOND SE

SERVICE

MARKET S

RISES AND FALL

STATISTICS

LS YESTERDAY

LIFE EQUITY OPTION

NS

LIFE EQUITY OPTIONS

Option	CALLS				PUTS			
	Oct	Jan	June	Apr	Oct	Jan	June	Apr
Atlet-Lycos (F58) (9)	150	42	52	63	145	25	35	45
Amgen (F59) (10)	300	145	21	30	42	21	30	38
Boeing (F60) (3)	300	145	21	30	42	21	30	38
CGA (F61) (3)	57	67	4	8	3	3	3	3
ASDA (F62) (3)	57	67	4	8	3	3	3	3
Bell Atlantic (F31) (1)	215	35	23	25	11	18	—	—
Smith Barney A (F40) (1)	461	27	23	25	11	18	—	—
Boeing (F41) (1)	500	180	25	24	30	50	50	63
Boeing (F42) (1)	500	180	25	24	30	50	50	63
BP (F05) (3)	300	175	24	29	12	15	15	21
Boeing (F06) (3)	300	175	24	29	12	15	15	21
Boeing (F07) (3)	300	175	24	29	12	15	15	21
Boeing (F08) (3)	300	175	24	29	12	15	15	21
Cable & Wire (F10) (1)	850	235	23	24	30	40	40	40
Comcast (F11) (1)	850	235	23	24	30	40	40	40
Comcast (F12) (1)	850	235	23	24	30	40	40	40
Comcast (F13) (1)	850	235	23	24	30	40	40	40
Comcast (F14) (1)	850	235	23	24	30	40	40	40
Comcast (F15) (1)	850	235	23	24	30	40	40	40
Comcast (F16) (1)	850	235	23	24	30	40	40	40
Comcast (F17) (1)	850	235	23	24	30	40	40	40
Comcast (F18) (1)	850	235	23	24	30	40	40	40
Comcast (F19) (1)	850	235	23	24	30	40	40	40
Comcast (F20) (1)	850	235	23	24	30	40	40	40
Comcast (F21) (1)	850	235	23	24	30	40	40	40
Comcast (F22) (1)	850	235	23	24	30	40	40	40
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Comcast (F11) (1)	850	235	23	24	30	40	40	40
Comcast (F12) (1)	850	235	23	24	30	40	40	40
Comcast (F13) (1)	850	235	23	24	30	40	40	40
Comcast (F14) (1)	850	235	23	24	30	40	40	40
Comcast (F15) (1)	850	235	23	24	30	40	40	40
Comcast (F16) (1)	850	235	23	24	30	40	40	40
Comcast (F17) (1)	850	235	23	24	30	40	40	40
Comcast (F18) (1)	850	235	23	24	30	40	40	40
Comcast (F19) (1)	850	235	23	24	30	40	40	40
Comcast (F20) (1)	850	235	23	24	30	40	40	40
Comcast (F21) (1)	850	235	23	24	30	40	40	40
Comcast (F22) (1)	850	235	23	24	30	40	40	40
Comcast (F23) (1)	850	235	23	24	30	40	40	40
Comcast (F24) (1)	850	235	23	24	30	40	40	40
Bell Atlantic (F31) (1)	215	35	23	25	11	18	—	—
Smith Barney A (F40) (1)	461	27	23	25	11	18	—	—
Boeing (F41) (1)	500	180	25	24	30	50	50	63
Boeing (F42) (1)	500	180	25	24	30	50	50	63
BP (F05) (3)	300	175	24	29	12	15	15	21
Boeing (F06) (3)	300	175	24	29	12	15	15	21
Boeing (F07) (3)	300	175	24	29	12	15	15	21
Boeing (F08) (3)	300	175	24	29	12	15	15	21
Cable & Wire (F10) (1)	850	235	23	24	30	40	40	40
Comcast (F11) (1)	850	235	23	24	30	40	40	40
Comcast (F12) (1)	850	235	23	24	30	40	40	40
Comcast (F13) (1)	850	235	23	24	30	40	40	40
Comcast (F14) (1)	850	235	23	24	30	40	40	40
Comcast (F15) (1)	850	235	23	24	30	40	40	40
Comcast (F16) (1)	850	235	23	24	30	40	40	40
Comcast (F17) (1)	850	235	23	24	30	40	40	40
Comcast (F18) (1)	850	235	23	24	30	40	40	40
Comcast (F19) (1)	850	235	23	24	30	40	40	40
Comcast (F20) (1)	850	235	23	24	30	40	40	40
Comcast (F21) (1)	850	235	23	24	30	40	40	40
Comcast (F22) (1)	850	235	23	24	30	40	40	40
Comcast (F23) (1)	850	235	23	24	30	40	40	40
Comcast (F24) (1)	850	235	23	24	30	40	40	40
Bell Atlantic (F31) (1)	215	35	23	25	11	18	—	—
Smith Barney A (F40) (1)	461	27	23	25	11	18	—	—
Boeing (F41) (1)	500	180	25	24	30	50	50	63
Boeing (F42) (1)	500	180	25	24	30	50	50	63
BP (F05) (3)	300	175	24	29	12	15	15	21
Boeing (F06) (3)	300	175	24	29	12	15	15	21
Boeing (F07) (3)	300	175	24	29	12	15	15	21
Boeing (F08) (3)	300	175	24	29	12	15	15	21
Cable & Wire (F10) (1)	850	235	23	24	30	40	40	40
Comcast (F11) (1)	850	235	23	24	30	40	40	

(1937)	500	275	149	229	199	27	31
Shoebones	180	22	28	29	4	7 5/8	9 1/8
(1919)	300	50 1/2	19 1 1/2	13	17	18	
Trains	121	9 1/2					
(1902)	110	8					
Unsettled	520	62 7/8	77 1/2	104 1/2	104 1/2	18	
Zealand	1000	81 4 1/2	63	123	167	187	
Zepher	600	59	70	78	123	134	18
(1948)	650	28 41	41	42	42	42	
Zodiac	400	42 Feb May	42	42 Feb May	42	42	
Grand	380	42 50	58	79	19 1 1/2	19 1 1/2	
(1918)	450	24 1/2	62	119 1/2	34	34	
Lafayette	150	15 1/2	19 1/2	13	17 1/2	20 1/2	
(1785)	200	25 1/2	11	13	27 1/2	30 1/2	
Old Shocks	200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	1900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	2900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	3900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	4900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	5900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	6900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	7900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	8900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	9900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	10900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	11900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	12900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	13900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	14900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15200	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15300	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15400	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15500	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15600	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15700	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15800	25 1/2	40	10 1/2	14	31 1/2	
Shocks	15900	25 1/2	40	10 1/2	14	31 1/2	
Shocks	16000	25 1/2	40	10 1/2	14	31 1/2	
Shocks	16100	25 1/2	40	10 1/2	14	31 1/2	
Shocks	16200	25 1/2	40	10 1/2			

	British Government	22	76	20	no other	
1	Up to 5 years (25)	127.75	+0.12	127.59	1.75	3 (67-74%)
2	5-15 years (23)	150.57	+0.22	150.63	1.69	8 (35%)
3	Over 15 years (9)	160.80	+0.29	165.31	1.61	7 (78%)
4	Irregularities (5)	189.01	+0.16	189.71	2.57	5 (11%)
5	All above (53)	148.82	+0.21	146.82	1.46	7 (13%)
Indo-United						
6	Up to 5 years (2)	186.78	+0.20	186.40	1.56	1 (50%)
7	Over 5 years (1)	177.77	+0.27	177.22	0.53	2 (20%)

8	All stocks (13).....	177.81	+0.26	177.35	0.65	3.05	14	Written rate 10%
9	Debt & Loans (95)	136.27	+0.23	136.98	2.94	5.75	15	Debt &
							16	Loans
							17	

100

COMPANY NEWS: UK



Preparing to go their separate ways (left to right): Ronnie Hampel, Sir Denys Henderson and David Barnes after announcing the first sets of results following the demerger

ICI falls to £364m and 5,000 more jobs to go

By Paul Abrahams

ICI yesterday reported pre-tax profits for the six months to June 30 down from £420m to £364m. Sales increased from £815m to £834m.

The figures include a five-month contribution from Zeneca and six months from the nylon operations that have been sold to Du Pont of the US.

Trading profits from continuing operations rose from £149m to £180m. Turnover rose 9 per cent to £4,170m (£3,825m).

Mr Ronnie Hampel, chief executive, said he viewed the performance of his continuing businesses as solid.

"I think that our profitability relative to our competitors on the Continent is quite good. But in absolute terms it is not good enough."

Favourable currency rates added £50m to the results. A

further £50m was added through the restructuring. Earnings for continuing business before exceptional items were 12.4p (11.2p). The interim dividend is 10.5p. ICI's shares advanced 16p to 660p.

Zeneca, during its last five months within ICI, contributed £33m (£32m). Fibres suffered a £21m loss, compared with a profit of £13m. Total trading profit was £488m (£473m).

Loan repayments from Zeneca allowed ICI to cut gearing from 33.4 per cent to 23 per cent, according to Mr Colin Short, finance director.

Mr Hampel said that since the end of 1990, staff numbers had been cut by 22,000 and a further 5,000 would follow, not including the 5,000 who transferred to Du Pont.

Sir Denys Henderson, chairman, said: "The outlook continues to be uncertain in almost all the markets in

which we operate, with the possible exception of the Asia Pacific area."

The industrial chemicals business lifted operating profits to £60m (£32m) on turnover up from £1,770m to £1,890m.

The paints division reported trading profits of £50m (£51m) on sales of £856m (£814m). Weak demand in Europe and the US was offset by buoyant demand in Asia. Mr Hampel said a cash payment of £25m had been made to Lilly Industries when ICI had swapped its packaging coatings business for Lilly's industrial coatings operations.

Materials raised operating profits by £2m to £13m on turnover up from £666m to £743m.

Trading profits at the explosives division fell to £20m (£24m) on sales of £318m (£244m). Regional businesses raised profits to £28m (£15m) on sales of £690m (£684m).

Pharmaceuticals division behind growth at Zeneca

MR DAVID BARNES, Zeneca's chief executive, yesterday said his greatest priority was to drive the pharmaceuticals division as hard as he could, writes Paul Abrahams.

The division, the company's largest and most profitable, gave all the signs of being successfully driven yesterday.

Most surprising was the increase in sales of Zestril, the ace-inhibitor used to treat heart disease, which rose 64 per cent from £127m to £208m.

Underlying growth, excluding exchange rates, was an impressive 44 per cent, although prices fell 1 per cent. Mr John Mayo, finance director, said Zestril had benefited from the switching of much of the US sales force from Tenormin, where patents have expired.

However, the benefits of Zeneca's recent emphasis on the managed care market in the US - the company now has

about 40 key account managers dedicated to the sector - had also helped. It had been able to differentiate the once a day Zestril treatment from other drugs in the over-crowded ace-inhibitor market.

Zeneca's position in the hospital market appeared to be paying dividends. Sales of Zoladex, a cancer treatment, rose 43 per cent from £49m to £70m. Underlying sales increased 31 per cent, though prices fell 2 per cent. Nolvadex, another cancer treatment, generated sales up 49 per cent to £175m. Growth, excluding exchange rates, was a creditable 26 per cent.

Diprivan, an anaesthetic, generated sales up 42 per cent from £87m to £95m. Underlying growth was 26 per cent, including a 5 per cent sales increase.

Healthcare reforms hit Zeneca's sales in Germany where they dropped 4 per cent, from

£49m to £47m. The combined fall in volumes and prices was 18 per cent, compared with 21 per cent for the whole market.

The agrochemical division increased its sales of herbicides by 15 per cent from £36m to £42m, although volume growth was only 1 per cent. Insecticides turnover was up 12 per cent from £138m to £155m, although volumes were static. Fungicide sales fell 2 per cent, from £91m to £89m, while underlying volumes fell 11 per cent. Sales of seeds increased 11 per cent to £99m, although volumes were down 3 per cent.

Although the specialities division raised sales by 8 per cent to £519m, underlying growth was static. The textile colours and dyestuffs sector suffered most from the recession. Sales of biological products, such as Quorn, increased 9 per cent, from £11m to £12m.

Harrisons & Crosfield turns in 19% advance

By Peggy Hollinger

THE BENEFITS of a wide-ranging cost cutting programme appear to be feeding through to the bottom line at Harrisons & Crosfield, the agribusiness, chemicals and plantations group which yesterday reported a 19 per cent increase to £48.4m in first half profits.

The group, which lifted sales by 24 per cent to £1.1bn, also announced the retirement of Mr John Maltby, chairman, who will step down in May. He will be replaced by Mr George Paul, chief executive. Mr Bill Turcan, finance director, steps up into the chief executive post.

A disappointing performance from the BOCM Pauls animal foods business, acquired in April last year, held back growth in the agriculture and foods division. Nevertheless, this business still increased operating profits by 30 per cent to £15m on sales ahead 85 per cent to £250m.

Mr Paul said BOCM Pauls had suffered a sharp decline in margins in spite of considerable cost savings. The group's failure to secure lower raw materials prices at the time of sterling's devaluation last year had had a significantly adverse effect in the first quarter, he said. However, margins were now beginning to recover.

The chemicals division raised profits from £17.2m to £20.7m, on the back of large

cost savings in the pigments division. The group closed four of its six factories in the US. Timber and building supplies returned a 4 per cent increase to £11.5m. This masked a sharp rise in the builders' merchant business in the UK, where rationalisation resulted in a 20 per cent increase in profits. The plantations division enjoyed one of its most successful years with a 46 per cent rise in profits to £12.4m.

Earnings per share rose by 0.3p to 4p, and the interim dividend is maintained at 3.6p.

● COMMENT

Harrisons has enjoyed some success with its restructuring, and promises yet more in the chemicals and animal feeds divisions. However, animal feeds is regarded as a mature market with heavy competition becoming the main feature, while chemicals is increasingly exposed to the depressed continental European market. On the brighter side, economic recovery is bound to do a world of good for all divisions, especially building supplies. The main attraction of this stock, however, seems to be the yield. At 6 per cent, this is tempting when all talk is of another base rate cut. Forecasts are for £105m this year, for a prospective p/e of 21. Although not a sell, one wonders just how much higher the shares can go in the short term under the circumstances.

ADT raising \$144m to help refinance debt

By Andrew Bolger

ADT, the Bermuda-based security services and car auction company, is raising \$144m via a public offer in the US of 18m shares at \$8 apiece. The shares rose 3/4 to \$8 1/4.

The proceeds will help ADT refinance \$1.3bn of debt and meet preference share obligations. First Boston Corporation and Merrill Lynch are managing underwriters for the public offering. After the refinancing, ADT's gearing will still be more than 100 per cent.

ADT also confirmed the rescheduling of \$600m of debt through a public offering of \$250m of 8.25 per cent senior notes 2000 and \$350m of 9.25

per cent notes 2003. Merrill Lynch and First Boston were also managing underwriters for the offerings.

In addition, ADT has syndicated with a group of US and international banks a six-year \$500m credit facility, subject to final documentation. This transaction was arranged by Chemical Bank and Bank of Nova Scotia and will become effective simultaneously with the closing of the equity and public debt offerings.

ADT said it would use the proceeds of the public offerings, together with cash on hand, to repay all indebtedness outstanding under ADT's two principal existing credit facilities.

Allied Radio losses jump

ALLIED Radio is considering a reconstruction of the balance sheet including the conversion of loan stock and eliminating the negative balance on the profit and loss account.

The company, which provides local services in Surrey, Sussex and Hampshire, reported pre-tax losses of £1.17m (£585,000) for the six

months to March 31. Turnover was £2.25m (£2.17m) of which £745,000 (£650,000) related to discontinued activities.

The operating loss for continuing activities increased to £871,000 (£217,000) but the company said that the figure included non-recurring costs. Losses per share were 2.52p (1.39p).

Lex Service accelerates 33%

By Paul Taylor

A LARGER share of more buoyant markets helped Lex Service, the UK's largest car distribution and leasing company, report interim profits up by 33 per cent yesterday. Sir Trevor Chinn, chairman, forecast "considerably higher" new car registrations this year.

Profit before tax and exceptional items increased from £16m to £21.2m in the six months to June 27 reflecting improving demand in the car and truck markets.

After exceptional items - including disposal of the Volvo import concession in 1992 which resulted in a £63.7m exceptional gain and the sale of Arrow Electronics shares in the latest period which generated a £60.1m exceptional gain - the group showed pre-tax profits under the new FRS 3 accounting rules of

£81.6m (£34.9m).

Earnings per share excluding the exceptional items increased from 10.5p to 13.3p and the interim dividend is lifted from 4p to 4.7p. Including exceptional earnings slipped to 7.4p (7.5p) per share.

Profits in the latest period also included a non-recurring £2.8m for the period October to December reflecting the decision of the group's contract hire joint ventures to change their accounting year end.

Excluding this, and adjusting for the loss of the Volvo import concession, pre-tax profit before exceptional items rose 36 per cent to £18.6m.

Sir Trevor said group car dealerships throughout Britain were reporting "a very encouraging" level of orders for August, "traditionally the busiest" month of the year for new car registrations.

He said total August registrations could be up by over 10 per cent on last August.

● COMMENT

With yesterday's acquisition of the Arlington dealerships Lex has consolidated its position as UK's largest car retailing group. Meanwhile, the Hyundai concession, while tiny in comparison to Volvo, gives Lex a foothold back in the import business. Overall, however, it is new car sales which drive the business - since they generate after sales revenues and second-hand car sales. If the optimism on this score proves correct the timing of Lex's latest acquisition will look sweet.

Pre-tax profits this year, excluding the exceptional items, should reach between £37m and £40m, equivalent to minimum earnings of 25p a share. On that basis the shares are trading on a prospective p/e of 16.7.

LMS net assets fall by 17%

By Catherine Milton

THE continuing fall in property prices cut net assets per share of London Merchant Securities, the property developer and investor, by 17 per cent from 99p to 81p in the 12 months to March 31.

Pre-tax profits, however, improved from £24m to £25.6m.

The drop in net assets followed a 9 per cent decline in the previous year. LMS said the market value of its listed investments, notably First Leisure, and trading property was more than 500m higher than the book value.

Lord Rayne, chairman, said: "Space available in the company's new buildings is now being taken up and active interest is being shown in all of them." But rental levels remained depressed.

Net rental income from investment properties reached £29.5m (£28.9m). Other income, mainly bank interest on the cash deposits partly created by the sale of shares in First Leisure in the previous period, amounted to £13.1m (£6.1m).

Interest payable was £17.6m (£14.8m). Total debt stood at £188m (£160m), but with cash of £124m (£103m) net gearing was 24 per cent.

The proposed final dividend of 3.2p (3p) makes a total of 4p (3.8p) from earnings of 6.39p (6.54p).

Unitech down to £10m in poor Japanese trading

By Catherine Milton

PRE-TAX profits at Unitech, the electronic components maker, fell from £14m to £10.5m in the 12 months to May 31, hit by poor Japanese trading conditions for the second successive year.

The shares rose by 10p to 258p as a strong market rewarded the proposal to raise the final dividend to 4p (3.75p), making 6.1p (5.85p) for the year.

Earnings per share were 7.3p (13.2p).

The 1992 comparisons have been restated under FRS 3.

Pre-tax profits, which suffered a net non-recurring loss of £103,000 but were flattened by a £60,000 gain on exchange rates, were struck on reduced turnover of £252.9m (£253.5m).

Mr Peter Curry, chairman, said profits of the Japanese subsidiary declined 49 per cent to £3.6m.

Operating profits dropped to £13.7m (£17m).

Net interest payable fell to £4.51m (£5.14m). Net debt was £62.8m (£40.9m), giving gearing of 58 per cent (43 per cent).

● COMMENT

FOR all of management's clever attempts to broaden its market, as a quasi-commodity business serving the global power supplies market, Unitech should be a Cinderella stock. Fortunately for shareholders it has a listed Japanese Prince Charming in Nemic-Lambda. This handsome business is currently attracting interest because its recently difficult market seems to be recovering. Unitech's stake alone could be worth as much as the whole company, giving a gross asset value per share of about 430p, compared with yesterday's closing price of 258p. With corporate unbundling all the rage, the shares are likely to trade on these calculations rather than a pre-tax profit forecast of £15m and a prospective multiple in the high-20s.

Villiers makes £5m rights


VILLIERS Group, formerly Caspen Oil, is to raise £5.04m net via a rights issue in order to develop existing engineering interests and to acquire small engineering companies.

The issue, fully underwritten by Marshall Securities, is of 50.4m new shares at 10p each on a 1-for-1 basis.

It will eliminate net debt,

while in the short term part of the proceeds will be used to support the reorganisation of borrowings related to the oil business.

USM-quoted Villiers recently announced a pre-tax loss of £1.15m (£8,000 profit) for the six months to January 31, struck after exceptional charges of £1.1m (£169,000 credits).



SALE OF SIDERMAR DI NAVIGAZIONE S.P.A.

FINMARE Società Finanziaria Marittima p.a. ("Finmare") and ILVA S.p.A. ("Ilva") wish to dispose of their shareholdings, respectively of 51 and 49 per cent, of the issued share capital, in SIDERMAR DI NAVIGAZIONE S.P.A.

The company, based in Genoa, is engaged in international shipping, primarily of steel products and related raw materials. It owns a fleet of six ships with total capacity of approximately 860,000 tons.

Finmare and Ilva have appointed Istituto Mobiliare Italiano S.p.A. ("IMI") to act on their behalf in respect of the proposed sale. Interested parties should contact:

Giuliano Mari
Istituto Mobiliare Italiano S.p.A.
Viale dell'Arte, 25
00144 Rome
Tel. 396 5959 3758 Fax. 396 5959 3064

Parties wishing to take part in the process of sale should write to the above (facsimile accepted) by 15th September 1993, indicating their interest. Following the receipt of expressions of interest, IMI will send details of the procedure for sale, a list of information required by Ilva and Finmare about the interested party and a Confidentiality Undertaking to be signed by an authorised representative. Interested parties admitted to the subsequent stage of the procedure for sale will then receive the Information Memorandum and a draft Purchase and Sale contract. Inquiries by brokers and agents will only be considered if the identity of the party whom they represent is disclosed. Finmare and Ilva reserve the right to refrain from providing the information above without giving any reason for so doing.

This announcement does not represent either a public offering ex Art. 1336 of the Italian Civil Code, or a solicitation to public savings, ex Art. 1/13 of Italian law 216/1974. Neither this announcement, nor the receipt of any offers by Finmare and Ilva will create any obligation or commitment to sell to any bidder nor give any bidder any right to require any performance on the part of Finmare and Ilva for any reason, including payment of brokerage or consulting fees. Finmare and Ilva reserve the right to withdraw from negotiations or change the process of sale as set out in this announcement at any stage without giving any reason for so doing.

This announcement does not constitute an invitation, offer or recommendation for the sale, purchase or subscription of any securities. It has been approved by IMI Capital Markets (UK) Limited, a wholly owned subsidiary of IMI and a member of The Securities and Futures Authority Limited, for the purposes of section 57 of the Financial Services Act 1986.

The Italian text of this announcement will prevail over any other version published outside Italy.

Notice of Redemption
To the Holders of

**First Chicago Overseas
Finance N.V.**

U.S.\$100,000,000
Guaranteed Floating Rate Subordinated Notes Due 1994

NOTICE IS HEREBY GIVEN THAT, pursuant to the provisions of the Indenture dated as of July 15, 1982, among First Chicago Overseas Finance N.V., First Chicago Corporation and Bankers Trust Company, as Trustee, the Company will redeem all of the outstanding Notes at a Redemption Price of 100% of the principal amount on the next Interest Payment Date, August 31, 1993, when interest on the Notes will cease to accrue. Payment of the Redemption Price will be made upon presentation and surrender of the Notes, with all unattached coupons attached, at the offices of any of the Paying Agents listed below:

Bankers Trust Company
1 Appold Street
Broadgate
London EC2A 2HE
England


First National Bank of Chicago
London Branch
First Chicago House
50 Long Acre
London WC2E 9RB
England

Bank International à Luxembourg S.A.
2 Boulevard Royal
Luxembourg City
Luxembourg

Accrued interest due August 31, 1993, will be paid in the normal manner against presentation of Coupon No. 44, on or after August 31, 1993. All conditions precedent to this redemption have occurred.

First Chicago Overseas Finance N.V.
By: Bankers Trust Company,
as Trustee

Dated: July 30, 1993



LMS

Annual Results
Year ended 31 March 1993

Net rental income a record £29.5 million (1992 - £28.9 million)

Profit before tax £25.6 million (1992 - £24.0 million)

Portfolio valuation £321 million (1992 - £288 million)

Shareholders' funds £258 million (1992 - £312 million)

Earnings per Ordinary share 6.39p (1992 - 6.54p)

Dividends per Ordinary share 4.0p (1992 - 3.8p)

- Space in Company's new buildings being taken up, with active interest being shown in all of them
- Group's balance sheet exceptionally strong with cash and listed securities totalling £215 million
- Net borrowings unchanged at 24% of shareholders' funds
- Net interest covered 4 times by net rental income

Report and Accounts available from the Secretary
LONDON MERCHANT SECURITIES plc
CARLTON HOUSE, 33 ROBERT ADAM STREET, LONDON W1M 5AH

sons & sold turns % advance

John Gunn returns to the corporate fray

By Andrew Bolger

A DEAL announced yesterday features Mr John Gunn, former chief executive of British and Commonwealth Holdings, the financial services group that collapsed two years ago. It also provides a UK vehicle for the media interests of Mr Clive Ng, the Malaysian entrepreneur who has large cable television interests in Asia through United International Holdings.

The USM-quoted Wilton Group has agreed to sell a 35.6 per cent stake in its main quoted subsidiary, Glenchewton, formerly Cowan de Groot, to a group of investors which includes Mr Gunn.

He will be joined on the board of Glenchewton by two former colleagues - Mr Matt McBride, who will become chief executive, and Mr Allan Jones, who will be finance director.

Mr McBride is a former founder director of Bricom

Group, the industrial conglomerate which was the subject of a £365m buy-out from British and Commonwealth Holdings in 1988, and Mr Jones is the former chief executive of Bricom.

Glenchewton currently imports and distributes toys, household goods and baskets. Mr McBride said the company was unlikely to move towards the financial services area, in which Mr Gunn made his name, and would be more interested in manufacturing and business-to-business services.

Another investor, Sir Victor Garland, a director of Throgmorton Trust and former director of Prudential Corporation, will become non-executive chairman of Glenchewton.

Wilton, which owned 69.9 per cent of Glenchewton, has agreed to sell 9m shares - representing 35.6 per cent of the equity - at 19p per share for a total consideration of £1.9m. Glenchewton shares closed 2 1/2p higher at 33 1/2p.

Mr Ng will take a maximum 28.48 per cent stake in Wilton. He will subscribe for 100m new shares at 1p and participate in a 1-for-2 rights issue at the same price which will raise £2.5m before expenses. He has also been granted an option over another 60m shares at 2p. Wilton shares yesterday closed 1/2p lower at 1 1/2p.

Wilton said that in recognition of Mr Ng's substantial investment, he would join the board as an executive director and deputy chairman.

Mr Michael Buckley, Wilton's chairman, said the group was interested in areas such as cable television and he expected that the involvement of Mr Ng would bring opportunities for Wilton to expand into media businesses worldwide.

The combined proceeds from the rights issue will eliminate indebtedness at Wilton, which has now sold most of its former property portfolio.

The group incurred a pre-tax loss of £810,000 in 1992, compared with a profit of £38,000 the previous year. Sales rose from £19.2m to £30.1m. Losses per share were 0.17p (0.002p). Once again, there was no dividend.



John Gunn: will be joined by two former colleagues

All-round growth lifts Misys 66%

By Paul Taylor

MISYS, the computer services group, yesterday reported a 66 per cent increase in annual profits, reflecting strong organic growth and a good performance by acquired businesses.

Pre-tax profits in the year to May 31 advanced from £9.1m to £15.1m, struck after a £1.19m provision for proposed reorganisation and other costs, principally within the open systems and computer services divisions.

Earnings per share improved by 54 per cent to 27.4p (17.8p), a proposed final dividend of 4.4p brings the total for the year to 7.0p (6.1p).

Turnover expanded by 30 per cent to £88.5m (£58m) including £14.8m from acquisitions. Hardware revenues, as expected, continued to fall but software sales increased by 41 per cent. The acquisition of the Countrywide companies in June last year added to the underlying growth in service revenues, which jumped 38 per cent.

Software products and support services

now account for 74 per cent of group revenues, up from 70 per cent a year ago. Mr Kevin Lomax, chairman, noted that this improvement in the mix of revenues has resulted in a useful rise in gross margins.

A particularly strong performance by the financial services division helped boost group operating profits to £14.7m (£8.87m) including £4.09m from acquisitions. The improvement in operating profits of business services throughout the whole of the past two years, excluding the reorganisation provision, accounted for just over half the total increase for the group over the previous year.

The organic growth in profits mainly reflected growth in market share for software products and services which, Mr Lomax said, had continued to improve their competitive positions. Order books in these businesses and in the group as a whole ended the year at record levels.

The group continued to maintain firm control over working capital and ended the year with cash balances of £21m (£10m). This was after spending about £2.9m on acquisitions which, aside from

Countrywide, included Specialist, Innside and CMS.

● COMMENT

With £21m of cash in the bank Misys has considerable financial flexibility and remains on the lookout for possible UK and international acquisitions. However, recent results have been underpinned by solid organic growth, although the financial services division in particular has been strengthened considerably by the Countrywide companies, which outperformed expectations. Despite lower hardware sales the steady growth of higher margin software and service revenues bodes well for the future, as does the continued heavy emphasis on the development and enhancement of its product range. Last year R&D spending grew by more than 30 per cent. Yesterday the share price gained another 11p to 518p, and analysts were upgrading their forecasts. With projected pre-tax profits of £18.6m and earnings of 32.3p this year, the shares are trading on a prospective p/e of 16 and still rate as a buy.

Further loss for Abbey Panels

ABBEY PANELS Investments, an engineer supplying the motor, aerospace and defence industries, saw its shares fall 25p to 233p as it reported further losses and said there was little sign of improvement in the near future.

The company reported a reduced pre-tax loss of £983,000 (£1.18m) for the six months to March 31 on sales of £5.66m (£5.51m). Deficit per share came to 48.4p (49.8p).

It had suffered significant cuts by large customers and had recently made 60 employees redundant at a cost of about £150,000.

The directors said that costs were being cut to the bone and all opportunities were being aggressively pursued, but it would be some time before Abbey returned to profit.

educational supplies distributor, reported pre-tax profits ahead 65 per cent to £1.07m for the half year to June 30.

The improvement was achieved on turnover up from £14m to £20.1m. However, the company said the results were not comparable with those of 1992, primarily because of the inclusion of Spectrum Marketing and Quickbond.

Earnings came out at 2.38p (1.49p) per share. The interim dividend is raised to 1.1p (1p). The shares closed up 2p at 68p.

William Ransom

William Ransom, the pharmaceutical products maker, lifted pre-tax profits by 21 per cent from £677,000 to £817,000 in the 12 months to March 31.

Turnover improved to £7.2m (£6.91m). After tax of £274,000 (£208,000) earnings per share came through at 3.49p (3.04p). The proposed final dividend of 1.375p (1.245p) lifts the total from 1.77p to 1.903p.

Derby Trust

The split capital Derby Trust reported a net asset value of 421p per capital share as at June 30, an advance of some 10 per cent since the beginning of the year and representing a year-on-year increase of 24 per cent.

Net revenue for the six months to end-June dropped 34 per cent, from £971,480 to £742,643, for earnings of 8.288p (8.229p) per share; the trust makes a full distribution of earnings to shareholders.

The directors forecast a total dividend of not less than 14.25p for the current year.

Celtic International

Celtic International, a small Irish general insurer, is to become part of Eureka, an alliance of four European companies.

AVCB of the Netherlands (32 per cent), Friends Provident (31 per cent), Topdanmark of Denmark (14 per cent) and WASA of Sweden (23 per cent), formed the alliance in 1992. Eureka is currently represented in 10 European countries.

Eureka has acquired the entire share capital of Galway-based Celtic. Friends Provident's Irish subsidiary will also be transferred to Eureka. Celtic reported pre-tax profits of £1.1m in 1992.

Mitie

With all areas of activity increasing both turnover and customer base, Mitie, the building services group, was able to record an improvement in annual pre-tax profits from £1.81m to £2.4m.

Turnover of continuing operations rose from £52.3m to £73m over the year to March 31.

Earnings advanced to 13.3p (11.6p) and a final dividend of 2p makes a 3.5p (2.75p) total.

Grosvenor Inns

Grosvenor Inns, the pub operator, returned pre-tax profits of £764,000 for the year to May 31. The Hertfordshire-based company, which now operates 27 pubs, including the Slug & Lettuce chain, joined the USM in May 1992. For the opening six months to end-November 1992 it achieved pre-tax profits of £219,000.

Turnover totalled £8.1m. Earnings emerged at 7.4p and a final dividend of 2.25p makes a 4.25p total.

J&J Dyson

A fall in pre-tax profits from £1.13m to £1.05m was announced by J&J Dyson for the year to March 31 after exceptional rationalisation costs of £140,808, against £186,541.

Turnover for the Sheffield-based group was reduced to £42.6m (£45.5m). Losses of £10,643 were incurred in the vehicles and trailers division, against profits of £93,237, while

profits from refractories fell to £87,783 (£912,158). However, an improved contribution of £183,677 (£126,646) was made by builders' merchandising.

The final dividend is held at 3p for an unchanged total of 5p. Earnings were 5.76p (6.54p).

Corporate Services

Corporate Services returned to profit in the six months to June 30 with £32,000 before tax, which the USM-traded company attributed to its efforts to integrate individual companies into a cohesive employment services group.

The previous first half bore a loss of £466,000 and that year recorded a £1.55m deficit.

Turnover from continuing operations rose 23 per cent to £16.1m (£13.1m) and operating profit of £162,000 compared with a £188,000 deficit.

Claythite

Claythite, the investment company, achieved profits of £724,000 in the back half of the year to March 31, which enabled it to partly offset the first-half loss and report a reduced deficit of £386,000 for the year. The previous year's loss amounted to £963,000.

The dividend is maintained at 2.5p via an unchanged final of 1.75p.

Sidney C Banks

Integration of acquisitions and reduced interest rates helped Sidney C Banks, the grain and agricultural specialist, lift annual profits to £2.87m pre-tax, against £2.28m.

Turnover in the 12 months to April 30 improved to £230.5m (£226.7m) reflecting the influence of sterling's withdrawal from the ERM on cereal prices; sales included a full contribution from Doltons and nine months from Rucker & Slamm.

A proposed final dividend of 2p brings the total for the year to 9p (8.25p), covered 2.5 times by earnings of 22.5p (19.9p).

NOTICE OF ESTABLISHMENT OF THE INTEREST RATE FOR THE THREE-YEAR PERIOD COMMENCING OCTOBER 4, 1993

Department of Posts and Telecommunications

Pretoria, Republic of South Africa

ECU 40,000,000 Retractable Bonds

Irrevocably and unconditionally guaranteed by The Republic of South Africa

In accordance with clause (b) of Paragraph Interest of the Terms and Conditions of the Bonds, notice is hereby given to Bondholders that for the three-year period commencing October 4, 1993 the issuer has decided that the Bonds will bear interest at the rate of 8.25% per annum.

The Fiscal Agent
Kreditbank Luxembourg

Luxembourg, July 30, 1993

NOTICE to the holders of outstanding U.S. \$30,000,000 1 1/2 per cent. Convertible Bonds Due 2002 of

Goldstar Co., Ltd.

(the "Bonds" and the "Company" respectively)

NOTICE IS HEREBY GIVEN to the holders of the Bonds that, as a result of the issue by the Company 5,700,000 common stock of the Company described in the Notice given to the holders of the Bonds on 6th May, 1993, the existing Conversion Price per share of common stock of the Company has, pursuant to the provisions of the Trust Deed constituting the Bonds, been adjusted from W27.278 to W26.629 with effect from 20th May, 1993.

30th July, 1993 Goldstar Co., Ltd.

Notice of Right To Elect Repayment To Holders of

AMERICAN BRANDS, INC.

(the "Company")

U.S. \$200,000,000 5 1/2% Convertible Debentures Due 2003

(the "Debentures")

NOTICE IS HEREBY GIVEN that, pursuant to the Terms and Conditions of the Debentures (which Terms and Conditions are endorsed on the reverse of each Debenture), the holder of each Debenture may elect to have such Debenture repaid by the Company on September 8, 1993 at a repayment price of 110.951% of the principal amount thereof together with accrued interest thereon to the date of repayment.

For a Debenture to be so repaid at the option of the holder, the Company must receive such Debenture with the form entitled "Option to Elect Repayment" on September 8, 1993 on the reverse of such Debenture duly completed, together with all appropriate coupons maturing on or subsequent to the repayment date, at the principal office of the Fiscal Agent in London, Morgan Guaranty Trust Company of New York, 60 Victoria Embankment, London EC4Y 0LP or, at the option of the holder, at the Company's Paying Agency in Luxembourg, Banque Internationale à Luxembourg S.A., 2 Boulevard Royal, L-2993 Luxembourg on or before August 23, 1993 but not prior to August 17, 1993. Such form of notice duly received shall be irrevocable, and the holder of each Debenture will thereafter have no right to convert such Debenture (unless the Company defaults in making the payment due upon repayment), interest on each Debenture so repaid will cease to accrue on the date of repayment. All questions as to the validity, eligibility (including time of receipt) and acceptance of any Debenture will be determined by the Company, whose determination will be final and binding.

AMERICAN BRANDS, INC.
By: Morgan Guaranty Trust Company of New York, as Fiscal Agent

Dated: July 30, 1993

THE WORLD'S FINEST TRADITIONAL MOTORYACHT

The M/Y Massarah (formerly Ultima II) at 257' (78.65m) is one of the largest private yachts in the world.

Built at the Kure shipyards, Japan in 1960 this classic yacht has been superbly maintained and lovingly restored and now even surpasses her former glory.

Equipped with modern communications systems designed with vast deck space and many day areas, the Massarah is ideal for private use, corporate entertaining or as a Presidential or State yacht.

Lying in the Mediterranean. Price on request. For further details contact:

Mark Cavendish, Cavendish White,
No:7, 39 Tadema Road, London, SW10 0PY
Tel (44 71) 352 6565 - Fax (44 71) 352 6515

ICI

1993 Half Year Results

Summary of Results

ICI profit from continuing operations before tax and exceptional items in the first half of 1993 was £167m, £21m (14%) above 1992. Earnings per share before exceptional items and discontinued operations was 12.4p, compared with 11.2p in 1992. The Board has declared an interim dividend of 10.5p which is unchanged from ICI's share (50%) of the 1992 interim dividend.

	First Half 1993	Second Quarter 1993	First Half 1992	Second Quarter 1992
	£m	£m	£m	£m
Turnover - continuing operations	4,173	3,820	2,089	1,901
Profit - continuing operations before tax and exceptional items	167	146	96	84
Earnings per £1 Ordinary Share				
Continuing operations - before exceptional items	12.4p	11.2p	7.5p	6.8p
Total operations	29.2p	39.9p	8.3p	19.6p
Interim dividend per £1 Ordinary Share	10.5p	21.0p		

Chairman's Comments

In announcing the results, Sir Denis Henderson, Chairman of the ICI Group, commented:

"These results reflect a committed effort in the highly competitive market conditions resulting from the prolonged recession in Continental Europe and the slow and patchy recovery in the USA and UK. The benefits of the Group's self-help programme have contributed significantly to the improved results, particularly in Industrial Chemicals.

The continuing restructuring represented by the sale of the loss-making fibres business to Du Pont and the acquisition of its profitable acrylics business should have a beneficial effect on performance in the second half of the year.

It is difficult to see any improved trend in the world economy over the next six months. Consumer and business confidence remain weak throughout the OECD area. Growth in the US remains slow with little prospect of a worthwhile acceleration in the second half year. The UK economy continued to make some progress in the second quarter, but in Continental Europe, whilst the sharp falls in demand and activity appear to have ended, there is no evidence of any recovery and prices remain under pressure".

Basics of Presentation

At an Extraordinary General Meeting on 28 May 1993 the shareholders of ICI approved a resolution to demerge Zeneca. The demerger was effective 1 June 1993 and Zeneca has operated as a separate, publicly listed company since that date.

The results of Zeneca to the date of demerger together with the results of the European nylon fibres business sold on 1 July 1993 are reported as discontinued operations in the Group Profit and Loss Account. Prior to the demerger, Zeneca paid a dividend to ICI of £70m which is reflected in ICI's cash position at 30 June 1993. However, since Zeneca was a subsidiary of ICI at the date of payment and these statements report the consolidated results of the Group for the half year and quarter to 30 June 1993, this intra-Group dividend is not reflected in the annexed statements of profit and loss for the period.

Comparison with First Half of 1992 - Continuing Operations before Exceptional Items

Turnover in the first half was 9% above the same period of 1992 due mainly to exchange rates as higher volumes (+2%) were offset by lower prices and by the net impact of divestments.

Paints' trading profit was £50m compared to £61m in 1992 with strong growth in the Asia Pacific region being offset by the competitive market conditions in Europe and North America. In Materials, profits improved by £2m to £13m reflecting the benefits of the continuing cost reduction programme and improved trading performance in the acrylics business area. The results of Materials exclude the fibres business disposed on 1 July 1993.

Explosives' trading profit declined slightly due to competitive pressures in the USA and start up costs of the ammonium nitrate plant in Australia. In Industrial Chemicals, trading profit rose by £28m to £60m due primarily to vigorous cost control, improved volumes and favourable exchange rates. Trading conditions remained difficult with selling prices about 3% below last year's level.

Regional business profit increased by £14m to £29m with an improved performance in Australia.

Comparison with Second Quarter of 1992 - Continuing Operations

Profit before tax and exceptional items in the second quarter increased by £12m to £96m. The benefits from favourable exchange rates, higher sales volumes (+3%) and reduced fixed costs were partly offset by lower selling prices in most businesses.

Exceptional items in the second quarter of 1993 included a gain on the disposal of Paints' Industrial and Powder Coatings businesses offset partly by a small loss on the sale of the Canadian Nitrogen Products business. The 1992 exceptional items included the write-down of the Australian ephedrine plant.

Discontinued Operations

Discontinued operations comprise the results of the Zeneca Group businesses to the date of demerger (1 June 1993), the operating results of the Materials' European nylon fibres business, which was sold with effect from 1 July 1993, and a £72m pre-tax loss on its disposal.

Interim Dividend

The Board has declared an interim dividend of 10.5 pence per £1 Ordinary Share in respect of the year 1993 which carries with it an imputed tax credit of 2.625 pence. The interim dividend now declared is payable on 4 October 1993 to members on the Register on 26 August 1993. The 1993 interim dividend is unchanged from ICI's share (50%) of the Group's 1992 interim dividend.

First Half 1992				First Half 1993			
Continuing Operations		Discontinued Operations		Continuing Operations		Discontinued Operations	
Before Exceptional Items	Exceptional Items	£m	£m	Before Exceptional Items	Exceptional Items	£m	£m
3,820	-	2,325	6,145	4,173	-	2,162	6,335
149	(15)	339	473	180	-	308	488
20	8	3	31	29	-	2	31
(23)	3	13	16	(42)	9	(59)	(50)
		(77)	(100)			(63)	(105)
146	(4)	278	420	167	9	188	364
(57)	(3)	(74)	(134)	(63)	(6)	(71)	(140)
(9)	7	-	(2)	(15)	-	-	(15)
80	-	204	284	89	3	117	209
		(150)	134				(76)
11.2p	-	28.7p	39.9p	12.4p	0.4p	16.4p	29.2p

Next Announcement Trading results for the first nine months of 1993 will be announced on Thursday 28 October 1993.

Conversion of preferred and management shares expected next month

Sir Christopher said he

Operating profit before pay-
ments to the Independent Tele-



LWT's share of the £10m

See Lex

of the construction industry.


1

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By: The Chase Manhattan Bank, N.A.
London, Agent Bank

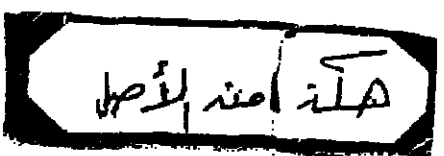
July 30, 1993



London before it was sold to Priest Mariani in 1989. The Seatchi brothers, founders of



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RECRUITMENT

JOBS: What matters is not how many mistakes you make, but the spirit in which you make them

Stupidity – and how to learn from it

“WHY are we waiting... again?” is all that is written on the postcard sent from Bristol. Even so, the Jobs column knows not only what it refers to, but who the sender is.

The card is written in the same hand as the set of five, each asking just “Why are we waiting?” which arrived at monthly intervals between the May and the September of 1988. The sender called herself Amelia Bulstrode, which is hardly the sort of name one forgets.

What she was asking about was the Laws of Organisational Stupidity, which I’d previously promised to list in full only to let the next five months pass without doing so. As enduring readers may recall, the laws describe types of idiotic goings-on which seem to bedevil organisations of all kinds everywhere, an example being Parkinson’s First which states: *Work expands to fill the time available.* And in 1986 there were a dozen laws in the canon.

Now, oddly enough, in March this year I again promised to give the full code which, with the help of new examples sent by readers, had grown to 23. So I pledged to list them “chunk by chunk, spaced over the next few weeks”.

This time I’ve at least done rather better, managing to deal with 13 laws by the end of last month. But the list has since gone no farther, and Amelia Bulstrode presumably wants to hear about the other 10. If so, she’s by no means alone, because colleagues as well as myself have lately had less subtle requests for the whole series.

The failure to finish the listing is due less to laziness than to a development bound up with the nature of the laws. The idea behind them isn’t just to comfort frustrated high-achievers by showing that their sufferings are shared by their counterparts the world over. Behind that lies the hope of helping management researchers to trace the causes of the stupid occurrences that so regularly snarl up organisations’ attempts to be effective.

Accordingly, each law is intended to describe a specific kind of idiocy which is essentially different from any of the idiocies depicted by the other laws in the code, and thus can be presumed also to have a different cause

which needs to be pinpointed. Take for instance Professor Jerry Harvey’s Abilene Paradox, one of the 13 already listed, which states: *People in groups agree on decisions which, as individuals, they know are stupid.* That seems different from Macaulay’s Buck-shifter, also listed before, ruling: *Initiative declines with increasing ease of communications.*

So until last month, there I was confidently setting out the supposedly differently caused stupidities – which went perfectly well for the first 12 examples. But then came the 13th, and with it came trouble.

By contrast with the previous dozen, which had all been in the code for some time, it was newly discovered. It is named after Harvard University’s Professor Chris Argyris who in his latest book* points out that much of the counter-productive politicking that goes on in organisations is rooted in a type of individual action which all of us have been

learning to perform skilfully since before we could walk.

It is to respond to any problem that threatens to land us in hot water by first finding a way to by-pass it, then covering up the by-pass, covering up the cover-up...and so on. As a result, far from being solved, the problem is not even admitted to exist. It becomes, in the professor’s terms, increasingly “undiscussible”. Hence Argyris’s Archetype which says: *The more threatening a problem to those responsible for solving it, the deeper it will become ingrained under ramifying layers of camouflage.*

The trouble was that, having discovered it, I realised that it destroyed the idea that each law in the code denotes a separate kind of stupidity with its own separate cause. For the Archetype accounts for several of the other idiocies formulated as laws.

For example, the tendency to by-pass problems explains the Buck-shifter. With high-speed communications, people faced with personally risky decisions can more easily by-pass them by

referring them to someone higher up. Much the same applies to the Abilene tendency for people in groups to agree on what they individually know are stupid decisions. It is explained by the fact that the wiser courses of action which need to be taken are undiscussible, since none of the group members dare broach them for fear of losing their job.

That left me wondering how many more of the supposedly self-standing laws were in fact mere effects of the Argyris rule. The answer, alas, is certainly several, although I’ve not yet examined the implications deeply enough to give a precise number.

Fortunately, however, there are some which clearly still stand alone. And they’re exemplified by one which also illustrates the debt the whole laws project owes to readers’ help.

Another postcard that arrived in 1988 came from one Peter Kelly in Dublin, who proposed a law reading simply “Errors breed”. But while they certainly do so in some circumstances, there are clearly others in which errors

merely arise intermittently with no connection between them.

One thing that struck me as likely to explain the difference was the American psychologist David McClelland’s division of people into two broad kinds. The first are those motivated by a need for positive achievement, who tend to look on their errors as an opportunity to do better next time. The others, motivated by fear of failure, are typically preoccupied by the need to avoid making mistakes.

So, in my role as the self-appointed codifier, I extended the proposal into what is now named Kelly’s “Katabolism” (a faulty life-support system that kills the organism affected). The law says: *Errors breed as concentration on avoiding them increases.*

What’s more, it is true. Anyone who doubts me need only consult psychologist Michael Freese of Glenside University in Germany who besides having studied mistake-making in detail has developed ways of much reducing the bad effects. His research suggests that when

people are put under pressure to avoid doing anything wrong, the stress they feel on finding they’ve made an error tends to fluster them into making more.

The remedy he proposes is to scrap training consisting of step-by-step procedures which people are told to follow strictly and, if they do something wrong, to call the instructors who will put things right before again showing them what they should have done instead. His studies indicate that it’s better to set trainees tasks so complicated that they are bound to make mistakes and, when they do, respond with “Great – you can now learn something really useful by finding out how to put things right yourself”.

The result, he finds, is not only that they tend to learn more complex skills faster. No less important is that, although they make more mistakes than people trained in the other way, their errors are far less likely to have damaging consequences because they’re better equipped to take corrective action in good time. Which said, the Jobs column is off on holiday. I hope to meet you all – including Mrs Bulstrode – again on September 8.

Michael Dixon

Corporate Finance Analyst

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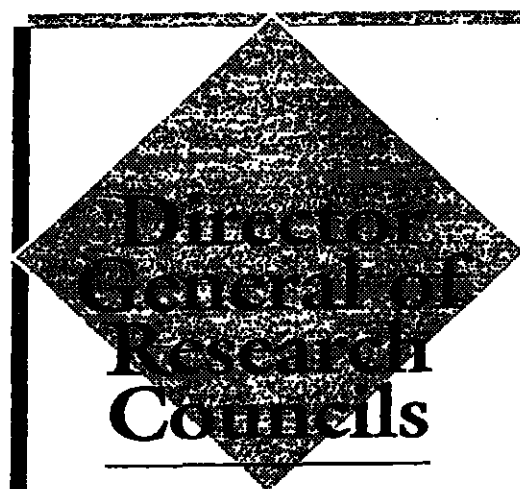
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Please send full career details, stating clearly which position you are applying for and the relevant ref number, to: Ben Debnath, Human Resources Manager - Europe, Thomson Financial Services Limited, Seventh Floor, 11 New Fetter Lane, London EC4A 3JN.

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- Fluency in English plus one Asian language.
- Strong computer skills, knowledge of standard software.
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Please send resume to:

Christine Lai,
Group Human Resources and Office Administration
Peregrine Brokerage Ltd
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The ideal candidate for this position will be educated at least to first degree level, have a background of 2-3 years in the oil industry (probably gained in a planning or analysis role on the refining or marketing side) and have some financial industry experience on either the sell or buy side of the business. A good understanding of statistical methods and solid competence in the use of PC-based software is essential, and proficiency in a major European language (ideally Italian or Spanish) would be a real asset. Strong communication skills are essential, both in structuring material for research reports, where accuracy, clarity and succinctness are critical, and in oral discussion and presentations.

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ACCOUNTANCY COLUMN

US profession faces up to self-policing role

Mark Carr on a reform package which addresses the gap between users' expectations and reality

THE US accounting profession has leapt from inaction into a frenzy of reform activity as it faces one of the most challenging periods in its history.

With great fanfare the 310,000-member American Institute of Certified Public Accountants (AICPA) last month unveiled a reform package designed to beef up its self-policing mechanism and take on additional reporting responsibilities.

Several weeks earlier, it recommended that the US Congress enact legislation to strengthen the reporting requirements for pension funds.

Describing these reforms, Mr John Hunsicker, vice president of legislative affairs for the AICPA, told a group in Alabama that the profession's leadership was aware of the beating accountants took as the result of the savings and loans scandals. Damage control was too little and too late. This time, he said, the profession wanted to "get ahead of the curve".

These and other recent moves by US accountants are designed to improve the profession's sagging image as Congress holds hearings on possible reform of federal securities laws. Citing estimates that accounting firms face 4,000 lawsuits seeking \$20bn, (£13bn) the profession claims it cannot survive without legal relief from "abusive" securities suits.

High profile financial failures and record settlements between accounting firms and litigators not only cut into partners' pockets. They have also chipped away at the profession's once pristine image among the public,

politicians and potential recruits. "Given the unprecedented level of financial fraud witnessed over the past decade, the investing public and this sub-committee have a legitimate right to ask why so many financial institutions failed shortly after receiving an unqualified opinion," Mr William McLucas, director of the enforcement division of the Securities and Exchange Commission (SEC), told Congress recently.

As the most recent reforms indicate, the profession realises that before there can be any relief from lawsuits, it must address the gap between users' expectations of auditors and the actual service delivered. While some can only be enacted through legislation, others could be implemented through the profession's system of self-governance and private-sector standard setting.

Broadly speaking the AICPA aims are three-fold:

- Revamp the self-policing system. The AICPA would replace its current disciplinary system, which moves at glacial speed because it must await the outcome of litigation, with a mechanism to investigate swiftly and punish accountants guilty of misconduct or substandard work. Another proposed initiative would bar public companies from hiring the partner in charge of their audit for one year. Both require legislation.

- Revitalise financial reporting practices. The current process is outdated and no longer meets the needs of users. "In many ways we're selling a 1930s product to a 1990s audience," says Mr Jake Netterville, AICPA chairman. As part of its effort, the

institute calls for greater disclosure of risks and uncertainties and a complete review of financial reporting practices.

- Achieve near-perfect fraud detection. Current auditing standards require procedures designed to detect material fraud. But in introducing the reform initiatives, Mr Netterville startled many by declaring: "Fraud detection is our job. The public expects auditors to uncover financial manipulation. Our goal is 100 per cent detection." The reform package advocates tougher new guidelines to assess the possibility of management fraud.

In addition to these initiatives, the profession has dropped its long-standing opposition to fraud reporting legislation which demands that auditors report suspected wrongdoing to the authorities. It calls for new laws forcing all participants in the reporting system to notify auditors of financial shenanigans. It also advocates management reporting - verified by auditors - on the effectiveness of internal controls.

The reform package suggests that the institute leadership accepts change is necessary. But a closer look reveals that many of the proposals are existing projects that have been dusted off in preparation for the Congressional hearings on litigation reform.

For example, a special AICPA committee has been studying user needs and the financial reporting process for more than two years, and should release its report next spring. The institute's Accounting Standards Executive Committee has already

issued an exposure draft of a rule that would require auditors to report on risks and uncertainties.

The freshest components of the recent package aim to polish the tarnished image of the auditor. But critics point out that these proposals, such as investigations of alleged audit failure and bans on hiring audit partners, lack detail and a concrete timetable for implementation.

"We are heartened by their statements but we would expect that there would be more action on the public interest agenda before we move to their private interest agenda," said an aide to Representative Ron Wyden, a Congressman from Oregon and long-time critic of the profession.

Mr Walter Schuetz, the Security and Exchange Commission's chief accountant, says: "The single most significant and encouraging thing about these initiatives is that the profession is finally admitting its responsibility to report fraud."

Because of its potential to increase liability exposure, this promise is also the most dangerous aspect of the new proposals. The profession's guidelines remain vague. Equally, auditors alone cannot compel other participants in the reporting process - like bank examiners and lawyers - to blow the whistle on suspected fraud.

Most experts agree that detecting all fraud is unrealistic and would be too costly to implement. No audit can identify sophisticated collusion among top management or all non-material fraud. The high risk of failure in this area has the potential to sabotage the profession's efforts in others.

Additionally, internal control reporting has been advocated and rejected several times over the past decade. Although the concept was recently incorporated into new banking rules governing the largest financial institutions, some experts question whether the reviews will be effective against fraud.

Critics such as many companies argue that the substantial costs far outweigh the benefits. In the case of banks, the process has been estimated to add 5 to 20 per cent to the price of an audit.

The reforms may do little to sway Congress as it considers legal reform. But improving the usefulness of financial reporting and shoring up the public's perception of auditor objectivity and independence may prove just as important to the survival of the profession.

They also represent a public commitment by the AICPA. Many of the reform efforts require action by Congress, the SEC or other regulatory bodies, raising the danger that accountants will be perceived as dragging their feet through no fault of their own.

The next few months will be a critical time for accountants in the US. With or without tort reform, it is essential that accountants take charge of their destiny by aggressively implementing those reforms on which they have the power to act. The credibility of the profession is on the line.

Mark Carr is editor of *Public Accounting Report*, a newsletter covering the US profession based in Atlanta, Georgia.

Accountant

London To £30,000 + Benefits

Our client participates in the exploration and production of oil and gas on the UK Continental Shelf.

We are recruiting a Senior Accountant to join their finance team. The position reports directly to the Financial Controller, and includes supervision of staff.

Principal activities will include the preparation of management and statutory accounts, budgeting and reporting. There will also be exposure to the treasury function as well as liaison with external advisors and government agencies.

Ideally, applicants should be in their late 20s or early 30s and be computer literate. A knowledge of oil and gas accounting, gained either in Public Practice or the industry itself, is essential.

Interested candidates should send their CV to David Brownlow at Douglas Lambias Associates Limited, 410 Strand, London WC2R 0NS. Tel: 071 836 9501. Fax: 071 379 4820. (please quote reference 9969)



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For early interview, please send in confidence full cv, copy of qualifications, copies of passport & driving licence and a colour passport size photo to Gordon Hayes, Drake Executive, Charles House, 5 Regent Street, London SW1V 4LR (Please state salary requirements in your introductory letter.)

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Your experience must include involvement in the full life-cycle of Accountants Systems implementation, from specification through to training and support. An understanding of the constraints of current technology and data migration issues are also pre-requisites. Experience of the leasing industry would be beneficial.

Aged mid-20's to mid 30's, possessing clarity of thought, excellent communication skills and the ability to challenge the parameters of the job and those around you.

If you believe you have the business acumen and drive, then please write, enclosing your CV to the advising consultant, Jonathan Kidd, at Harvey Nash Plc, Dragon Court, 27-29 Macklin Street, London WC2B 5LX. Telephone 071-333 0033. Please quote reference number HNF101.

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Finance Director

To £50,000 North West

We are recruiting on behalf of a world leading manufacturer of industrial machines. An American corporation, the group has a manufacturing and marketing subsidiary in the North West of England.

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An outward looking candidate is required. Business is carried out throughout the world and therefore an open minded attitude to working with different cultures is essential. Language ability, preferably German or French, would be a distinct advantage.

Promotion prospects, either at local or a worldwide level are excellent.

In the first instance please forward a comprehensive Curriculum Vitae, including salary and quoting reference C/1383 to:

Jim Mitchell
Executive Search & Selection
Price Waterhouse
Cornwall Court
19 Cornwall Street
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Financial Controller

London

£40-45,000

Our client is a well-established and successful service company with operations in the UK and continental Europe. The company has enjoyed considerable and sustained growth since its establishment and future plans will ensure this trend continues.

A Financial Controller is now required who, reporting to, and working closely with the Group Finance Director, will help take the company to flotation within the next two years. It is envisaged that the role will also encompass such areas as company secretarial, tax and treasury activities, statutory reporting, internal audit and acquisitions.

The successful candidate is likely to be a Chartered Accountant and will have previous experience of working in a Plc environment. Experience of company flotation and of the European market are important. An open, participative style, combined with sound commercial awareness and senior management presence are essential.

To explore this opportunity, please reply in confidence, quoting reference 2170 and enclosing a full CV, to Frances A Bell, AAD Recruitment Consultants, 7 Curzon Street, London W1Y 7FL.

AAD

The Advertised Appointments Division of Odgers and Co. Ltd.

AN INTERNATIONAL SHIPPING & TRADING GROUP

is interested in employing an administration person of over 30 years of age with an accounting/financial control background and advanced computer skills to take over all book-keeping, accounting & contracts administration functions as well as computerisation of the group's international affairs in the London office. English as a first language. Arabic (written & spoken) is a must. French is desirable.

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QUALIFIED ACCOUNTANT

at least 5 years' PQE required for Leisure Industry assignment West Africa. Pleasant environment. Computer literacy essential.

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- Work closely with the Managing Director on implementing special projects such as the launch and growth of new funds.
- Mature operations specialist with an accounting qualification and at least seven years' experience in the securities industry.
- Technical expertise across fixed-interest and equity settlements and proven contribution towards systems development. Hands-on management style. Process driven with the ability to think laterally.
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■ Managing a small finance function, the appointee will assume total responsibility for the financial reporting procedures in addition to both providing administrative support by way of company secretarial duties as well as contributing to various commercial aspects of the business.

■ Candidates, likely aged 40/50, must be qualified accountants used to operating as part of the management team and with first hand experience of working within an

engineering or consultancy environment. Possessing good computer skills, he/she will need to have an appreciation and interest in international taxation due to the overseas aspects of the business. The ability to work on his/her own initiative and the desire to make a long term commitment to the organisation are major pre-requisites for the post.

■ Applicants should write enclosing a detailed curriculum vitae with salary details and quoting reference CA467 to Carrie Andrews, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

ERNST & YOUNG

Financial Planning Analyst

London

c £30,000 + FX Car

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Working as a crucial support member of the Central Divisional Finance team, the key functions of the role will revolve around business planning and analysis in liaison with operating managers and the provision of essential commercial input to business planning and reporting. You will also assume responsibility for interpreting and enhancing the management reporting systems.

The successful candidate will be a commercially

astute graduate qualified accountant or MBA, aged 28-32, who can demonstrate a track record of success ideally within an operating unit of a blue chip company. First class interpersonal skills together with a dynamic and assertive approach are essential characteristics for this highly visible role. All candidates must be capable of blending into a diverse multi-cultural environment and whilst not a prerequisite, fluency in at least one other language (preferably European) would be a distinct advantage.

Interested candidates should send a full curriculum vitae, quoting ref 156964, to Nigel Milford at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Tel: 071 831 2000.



Michael Page Finance

Specialists in Financial Recruitment
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Financial Director

Glasgow

c £50,000 + Car + Bonus

Our client is £100m turnover autonomous subsidiary of one of the UK's largest PLCs operating in a project management/engineering environment. Their products have an enviable reputation worldwide and by their use of state of the art production methods and techniques, they are at the forefront of their industry.

Current expansion, cultural change and a desire to improve the provision of management information has created the need for a Financial Director.

Reporting to the Managing Director, responsibilities will be many and varied, critical areas including improving and developing management information, supporting and encouraging a large team, inputting into the strategic direction of the business.

The ideal candidate will be aged 35-45

and a qualified accountant. Previous exposure to a manufacturing business involving project management would be highly desirable. Candidates must be strong man-managers, have a proven track record of change management, be innovative in their approach to problem solving and possess outstanding interpersonal skills and an overall ability to make things happen.

This is an exceptional opportunity to join one of Scotland's major employers and prospects within this company and the group as a whole are excellent.

Interested applicants should write to Sandy Bell, Regional Manager, at Michael Page Finance, 150 West George Street, Glasgow G2 2HG. Please quote ref: 155697.



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HOUSE OF FRASER Senior Finance Manager

London SW1

c £42,000 + Car

House of Fraser (Stores) Ltd is the premier department store group in the UK. The company has 59 stores throughout the country and has recently announced a planned flotation in 1994.

Reporting to the Financial Controller, the Senior Finance Manager will lead a central team of 30, responsible for the Head Office and retail financial accounting operations, and for the provision and interpretation of key financial information to management. Initial emphasis will focus on reviewing the effectiveness and quality of control procedures and accounting systems.

Candidates, aged 30-40, will be qualified accountants of graduate calibre who can

demonstrate a successful record of achievement preferably within a dynamic, retail environment. Excellent managerial and communication skills combined with strong technical ability and computer literacy will be essential. This is a development role for an ambitious finance professional with aspirations towards senior management.

Interested applicants should forward a comprehensive CV, quoting ref: 159623 to Mark Hurley ACMA or Jo Baker at Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
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Financial Controller (FD Designate)

London

£35-40,000 + Car + Bonus

Our client is recognised as one of Europe's foremost specialists in promotional merchandising and is an expanding subsidiary of a global marketing services group. This business meets the needs of many discerning blue chip clients by pursuing a policy of creative and innovative product ideas, competitive pricing, logistics management and worldwide buying expertise - all of these putting them ahead of the competition. Turnover for 1992 was in excess of £12 million showing substantial profits with a strong commitment to continued growth organically, through joint venture and by acquisition.

An internal promotion has created the need to appoint an ambitious qualified accountant with strong communication and technical skills. Reporting to the Managing Director and functionally to the Group Finance Director, the successful candidate will head a small team with full responsibility for financial reporting, financial planning/forecasting and analysis and treasury management.

In addition the role will involve the evaluation of new client proposals and marketing campaigns as well as analysing the performance of existing business.

The prospective candidate must be a graduate calibre qualified accountant, aged 30-40, with a successful track record ideally gained within a multi-currency environment. Individuals with experience in either a trading or service based industry will be of particular interest. Applicants should be able to offer both a 'hands-on' approach and possess the intellectual ability to gain the respect of senior management.

Equally important are the personal qualities which must include a high level of energy and self-motivation coupled with an organised yet flexible approach.

Interested applicants should send a curriculum vitae to Guy Matthews at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Please quote ref: 160404.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
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Group Financial Controller (Director Designate) Shipping and Maritime Services

Northern England

c. £45,000 + benefits

Our client - a long established and highly respected UK plc - has built a profitable, £30m turnover niche business based on technical innovation, high quality and outstanding customer service. Despite difficult market conditions, the Group has demonstrated considerable resilience and flexibility and is well placed to take advantage of new opportunities.

Reporting to the Managing Director, you will take responsibility for all finance and corporate reporting matters for the Group and its subsidiary companies. However, this is considerably more than a care and maintenance role, with a requirement to be pro-actively involved in commercial decision making and in the strategic management of the business.

Your key tasks will include:

- handling external relationships with investors, banks and institutions;
- reviewing and developing management information systems;

- ensuring that the board has necessary and timely information required for key decision-making.

As your understanding of the business develops you will also take responsibility for negotiating and monitoring commercial contracts.

Preferably a graduate and/or MBA, you must be a qualified accountant with senior line finance experience in a listed plc, preferably within a contractual services environment. Previous exposure to dealing with city institutions and investors would be advantageous. In addition to professional skills of the highest order, we will be looking for well developed interpersonal abilities, commercial acumen and the personal authority to command respect at all levels.

Career prospects are excellent, and success will be appropriately recognised in the confirmation of a Board appointment.

Please send a detailed CV, to GKRS at the address below, quoting reference number 92271N and including details of current remuneration and availability.



SEARCH & SELECTION

PARK HOUSE, 6 KILLINGBECK DRIVE, YORK ROAD, LEEDS LS14 6UF. TELEPHONE: 0532 484848
A GKRS Group Company

FINANCIAL DIRECTOR & COMPANY SECRETARY

Cumbria

c. 30k + CAR

One of Cumbria's best known and most successful companies wishes to appoint a commercially astute Chartered Accountant who will assume full responsibility for all aspects of accounting and financial management and also act as Company Secretary.

With a fast growing turnover in excess of £10 million, the company is looking for a true professional not only capable of providing meticulous and efficient financial management and control, but of initiating and implementing coherent strategies to support ambitious business plans and to significantly influence further development and growth.

The ideal applicant will be an FCA with senior level experience in a listed plc and detailed knowledge and experience of the company secretarial function. An outstanding communicator and confident man-manager, you will possess the initiative and high degree of personal commitment needed to join the Board of a company with exciting prospects and further growth potential.

The comprehensive package includes assistance with relocation to a very attractive area. Please send a full CV to:

**PAM JAMES
ASSOCIATES**

EXECUTIVE SEARCH AND SELECTION

1-2-5 THE BARRACKS, WHITE CROSS, LANCASTER LA1 4XO.

Galileo International, a highly successful partnership of eleven major airlines including British Airways, KLM, USAir, Swissair, Alitalia and United Airlines, is one of the leading providers of advanced computerised reservation systems to travel agents worldwide.

DIRECTOR OF REGIONAL FINANCE & ADMINISTRATION

Swindon
£50k-£60k + benefits + car

In 1994 we are projecting gross revenues in excess of £400 million. With aggressive sales and dynamic marketing we anticipate further impressive growth: we are and will continue to be an established leading global CRS.

Hands-on strategic financial management drives and directs this powerful pattern of expansion, and will define your central role in formulating and implementing our business plan in the important region of Europe, the Middle East and Africa.

This region currently embraces 45 countries; increasing market share in each and energetically adding more is an ongoing process in which you will play a highly significant role.

Reporting to the Chief Financial Officer in Chicago, you will play an essential role in this international, technology driven business, enjoying considerable autonomy in the critical areas of financial management, purchasing and administration for the region.

Many aspects of management control will be included: producing and interpreting management information, analysing and applying regional cost controls, and providing regular commercial and performance reviews. You will also be involved in providing support to Galileo's European managers.

With an accountancy qualification and a significant post qualification track record of successful financial management, it is probable that a proven background within, for example, an I.T. environment, will have given you the international experience required.

Besides possessing outstanding interpersonal, analytical and man management skills, you will need the resilience and maturity to accept ownership of complex projects.

Please write with your CV, including details of your current package, to: Lorraine Wilson, HR Manager (Marketing), Galileo International, Galileo Centre Europe, Windmill Hill, Swindon, Wiltshire SN5 9NX. Previous applicants need not apply. Closing date 5th August 1993.



Finance Director Designate

Central London c. £40,000

A progressive company providing professional consultancy services to the property development and construction industry, we wish to further strengthen our financial management and maintain a steady expansion in a competitive market. Mainly operating in the UK, we have a staff of 200 and a fee income of £10 million per annum.

The appointment will initially be as Company Secretary to the four operating companies. A directorship on the board of the holding company would be open to an individual of proven capability.

Your responsibilities will include the provision of financial objectives; cash management; group consolidations; budgetary controls; reviews of the manner in which we account for our businesses including reviewing the computerised financial management system.

You will have had experience in a service company or in industry and be able to demonstrate an ability to organise the most cost effective running of subsidiary operating companies.

You will be expected to exhibit high qualities in your accounting disciplines and standards.

Your personal qualities must include enthusiasm and an ability to manage the five staff under your control effectively, with firmness, good humour and clarity of direction. Above all you must exhibit an ability to communicate clearly and concisely at all levels.

Candidates should write to Peter Williams enclosing full career and salary details to the address below:

Box B1616, Financial Times,
One Southwark Bridge, London SE1 9HL

Group Finance Director

Alexon Group plc, a vertically integrated fashion retailer, currently trades in the UK and Continental Europe under the brand names Alexon, Eastex and Dash, and is shortly launching a new brand, Ann Harvey, targeted at the outside customer.

The Group is seeking a replacement for their Group Finance Director, who will be leaving later in the year following a successful refinancing of the business.

A rights issue, coupled with a new medium-term bank facility, will now enable a challenging and imaginative profit recovery programme to be implemented.

The successful candidate is likely to be an ACA or MBA, in the age range 35-45, who has had a good grounding in the conventional financial disciplines as well as experience in investor relations, corporate finance and strategic planning.

The appointment offers a salary negotiable from \$75,000 p.a. and the usual benefits, including share options.

Please forward a CV (together with a letter outlining how your experience is relevant to this position) to:

John Osborn, Chief Executive,
Alexon Group plc, 40-48 Guildford Street,
Luton, LU1 2FB

ALEXON GROUP plc

General Management

Russia
to £100,000

For a Joint Venture telecommunications services company, part of an expanding international communications group.

THE TASK is to direct and manage the timely construction and profitable operation of several telephony based systems in Russia.

THE NEED is for a proven business manager, fluent in Russian, with a demonstrable record of successful start-ups within a service industry.

LOCATION is Russia. Preferred age range 35-45. A full range of expatriate benefits will be available.

Write in confidence, enclosing Curriculum Vitae quoting ref. E7642 to:

TK

SELECTION

8 Hallam Street, London, W1N 6DJ Fax: 071 631 5317
A DIVISION OF TYZACK & PARTNERS

FINANCE DIRECTOR

NW LONDON

c. £48,000 + Car
Bonus + Benefits



Having clearly established itself amongst the market leaders in the importing, marketing and supply of a range of specialist products, this fast growing subsidiary of a major UK group needs a talented individual who can contribute to and drive a planned expansion programme in terms of development, control and strategy.

As Finance Director, you will ensure that appropriate systems and controls are in place to contain this expansion and spearhead an initiative to improve margins, control costs and tackle complex stock issues. You will address a range of ongoing tasks designed to improve bottom line performance and support the Managing Director in pro-actively managing the business.

As a qualified accountant, aged 30 upwards, you will have a minimum of five years' commercial experience gained within a manufacturing/distribution environment where a 'hands on' approach is vital. You will be numerate, task orientated, highly motivated and possess outstanding communication skills.

Interested candidates should write promptly to Michael Herst enclosing a full curriculum vitae, quoting reference MH443.

HARRISON WILLIS
EXECUTIVE SEARCH & SELECTION
39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463
LONDON • READING • GUILDFORD • ST ALBANS • BRISTOL • BIRMINGHAM

Head of Finance

Exciting UK & European growth company
York c.£50,000 package plus car and benefits

By the end of the current financial year, our client's turnover will have doubled since 1992 to an anticipated level exceeding £65 million. A value added distributor in the IT services market, which itself is growing at 20% per annum, and with new markets being continually defined, future growth prospects in the UK and continental Europe are excellent. Growth means challenge and change and is the reason for this newly created post.

The Head of Finance will contribute significantly to the formulation, implementation and achievement of financial strategy whilst managing some 15+ staff. Reporting to the Finance Director, the successful candidate will assure the quality and integrity of financial and management information, evaluate performance, provide commentary with forecasts and action plans. A key aspect of the role will be the provision of commercial and financial advice to senior operational management. Working capital, treasury and foreign exchange are areas that candidates must have the experience to successfully manage. Candidates should also possess Company Secretarial experience.

To succeed in this role, candidates will be able to take rapid change in their stride, initiate and assist in the management of change. A highly commercial attitude and the ability to make a positive contribution to business success must be demonstrated through prior roles. The role also requires strong previous exposure to the budgeting and forecasting process, a good knowledge of financial, legal, tax and statutory obligations as well as IT applications within finance. Needless to say, candidates must cope with pressure, prepare and keep to agreed deadlines. The ability to lead, motivate, manage and develop a team should be evidenced from past experience. The measure of suitability will be the capability of candidates to deputise for the Finance Director.

If you are interested in this role, and are ideally, although not necessarily, locally based, please send your CV quoting reference 2405, current or most recent remuneration, day and home telephone numbers to James Forte, at the address below.

KPMG Selection & Search
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

Vous fait part d'un accord publicitaire avec les ECHOS le quotidien économique le plus important en France. Dans la rubrique "Offres d'emploi Internationales", une annonce conjointe dans le FINANCIAL TIMES et LES ECHOS augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe. Chaque semaine les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi ou le jeudi (le vendredi dans l'Edition Internationale du Financial Times). Pour de plus amples renseignements, veuillez contacter:

CLARE PEASNELL 071 873 4027



Finance Director



Competitive Package (Inc. Share Options) Sutton, Surrey

The core activity of The Cheam Group Plc is the supply of water to 115,000 households and 4,000 businesses through its principal subsidiary, Sutton District Water Plc, in an area of approximately forty square miles in South-West London and Surrey. The Group has successfully diversified into related business activities and further acquisitions are envisaged. The current Finance Director is to be appointed Managing Director and his replacement is now sought.

THE APPOINTMENT

Take responsibility for all aspects of financial accounting, management reporting and company secretarial duties.

Ensure the optimum use of resources through the development of systems and the training and motivation of accounting staff.

Provide significant input to the consideration of broad commercial issues, including the evaluation of new acquisitions.

THE REQUIREMENTS

Graduate, probably aged mid 40s to early 50s, with a recognised accountancy qualification.

Significant financial management experience, ideally within a service-orientated Plc.

Good communication skills.

Computer literate with strong leadership ability.

Please apply in writing with a full CV and salary details, quoting reference 90477/C, to Geoffrey Mather, K/F Associates, Pepys House, 12 Buckingham Street, London WC2N 6DF.

K/F ASSOCIATES
Selection & Search

A DIVISION OF KORN-FERRY INTERNATIONAL

INVESTMENT TRUSTS - Con[illegible]

ESTIMOTRUSTS - Cont.

LONDON SHARE MARKET

INVESTMENT TRUSTS - Cont.

Company	Price	Change	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601
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AUTHORISED UNIT TRUSTS

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4378 for more details.

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4 pm close July 29

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	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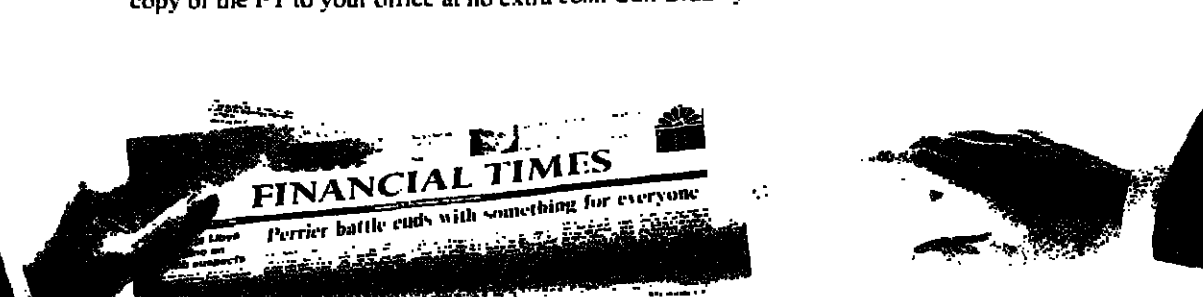
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4 pm close July 23

Low	Close	Change	Stock	Div.	Yld	52 Wk High	Low	Close	Change
			Hummer D&G	65	4203	55	54	55	+1/2
25 1/2	10 1/2	+1/2	Imperial	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. A	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. B	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. C	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. D	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. E	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. F	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. G	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. H	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. I	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. J	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. K	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. L	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. M	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. N	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. O	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. P	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. Q	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. R	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. S	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. T	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. U	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. V	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. W	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. X	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. Y	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. Z	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AA	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AB	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AC	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AD	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AE	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AF	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AG	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AH	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AI	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AJ	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AK	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AL	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AM	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AN	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AO	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AP	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AQ	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AR	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AS	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AT	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AU	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AW	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AX	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AY	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. AZ	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BA	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BB	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BC	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BD	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BE	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BF	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BG	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BH	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BI	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BJ	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BK	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BL	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BM	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BN	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BO	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BP	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BQ	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BR	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BS	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BT	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BU	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
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25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
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25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	100	55	46	46	+1/2
25 1/2	10 1/2	+1/2	Int'l. BV	10	10				

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34	-1 1/2
1 1/2	+1 1/2
3 1/2	-1 1/2
1 1/2	+1 1/2
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3 1/2	-1 1/2
6 1/2	+1 1/2
3 1/2	-1 1/2
8	+1 1/2
13	-1 1/2
13	-1 1/2
3	-1 1/2
1 1/2	+1 1/2
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7 1/2	+1 1/2
7 1/2	+1 1/2
5 1/2	-1 1/2
7	+1 1/2
1 1/2	+1 1/2
1 1/2	-1 1/2
2 1/2	+1 1/2
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4	+1 1/2
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4	+1 ₄
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1	+3 ₈
8	-1 ₄
4	+1 ₂
8	-1 ₄
7	-1 ₄
4	-1 ₄
4	-1 ₄
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4	-3 ₈
8	-1 ₄
8	+1 ₂
4	+1 ₁
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2	-3 ₈
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4	+1 ₄
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1	+3 ₈

$$\begin{array}{r} +1_2 \\ -1_3 \\ +3_2 \\ +1_2 \end{array}$$

AMERICA

Bond rally, program trading lift US stocks

Wall Street

A BIG bond market rally, spurred by news of weaker-than-expected economic growth, and heavy program trading combined to lift US share prices to new record highs yesterday morning, writes Patrick Harverson in New York.

At 1pm, the Dow Jones Industrial Average was up 18.44 at 3,571.89, almost five points above its previous all-time high. The more broadly based Standard & Poor's 500 was 3.09 firmer at 450.28, while the Amex composite was up 0.79 at 435.79, and the Nasdaq composite up 2.84 at 708.23. Trading volume on the NYSE was 156m shares by 1pm.

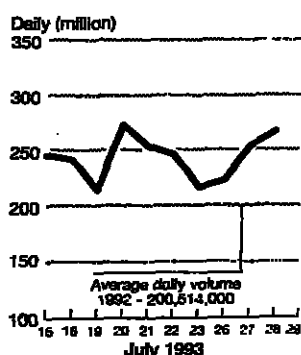
Although the day's main economic news was not encouraging, the sharp drop in bond yields that followed was good for sentiment. The Commerce Department's announcement that GDP grew by 1.6 per cent in the second quarter surprised analysts, who had been expecting growth of more than 2 per cent.

The unexpected weakness in economic growth sparked heavy buying of government securities, which pushed the yield on the 30-year bond down to 6.58 per cent. The drop in

yields delighted equity investors, who have been worried lately by rising bond yields. And a hesitant start led to a rush of demand for stocks around mid-morning. The upward movement in prices was exacerbated by a spate of buy programs.

The gains were achieved in spite of the bad economic news in New York.

NYSE volume



(which included a bigger-than-forecast \$3,000 rise in weekly jobless claims), and the disappointing overnight news that the German central bank had decided not to lower its main interest rate.

Motor stocks were firmer. General Motors climbed 3/4 to \$47 1/4 after the company announced second quarter

earnings of \$889.1m, a big improvement on a year earlier, when following a big restructuring charge GM posted losses of \$703.2m. Ford and Chrysler, which reported stronger profits earlier this week, were also markedly higher, up \$1 at \$53 and \$1 at \$44, respectively.

Insurance stocks were up on good earnings news. American International Group put on \$2 1/2 at \$47 1/4. Transamerica firmed \$1 1/4 to \$55 1/4, and Lincoln National added \$2 at \$40. ITT climbed 1 1/4 to \$88 1/4 after the diversified conglomerate reported a 152 per cent increase in second quarter profits to \$367m.

Drug stocks, which rose sharply on Wednesday on news of several major alliances in the global pharmaceuticals business, fell back. Johnson & Johnson fell 3/4 to \$30 1/4. Merck gave up 3/4 at \$30 1/4. Schering-Plough fell 1/4 to \$63 1/4 and Pfizer eased 3/4 to \$62 1/4.

Canada

TORONTO was stronger at midday with a 15.61 gain in the TSX-300 composite index to 3,941.71. The financial services sub-index was up 18.30 at 3,048.50 but oil and gas was off 8.91 at 4,508.42.

Volume at noon was 19m shares.

EUROPE

Paris greets Buba news with 2.3% gain

SPECULATION over the future of the ERM intensified yesterday after the Bundesbank disappointed, surprised and baffled the markets by leaving the discount rate unchanged.

Immediate reaction from many European strategists and analysts was not as confused as the signals emanating from Frankfurt, which was probably due to a split decision among Bundesbank council members.

Mr David Roche of Morgan Stanley said that the Bundesbank had chosen to focus on domestic economic difficulties rather than the wider European vista, and that the break-up of the ERM was now likely before October.

Mr Andrew Bell of BZW believed that there was now a 55-60 per cent chance that the ERM would be suspended in the coming days, with the reason perhaps being portrayed as the unique difficulties of the German economy.

However, Mr Patrick Shields, a German analyst at NatWest Securities, believed that while there was intense pressure on the franc it would hold its course within the ERM,

although French interest rates would very likely have to rise under this scenario. He noted that a franc devaluation would be damaging to Germany's balance of trade since France was a major export market.

Some commentators, including Mr James Cornish at NatWest Securities, suggested that while the Bundesbank had officially "gone on holiday" until the end of August, there was precedent for a discount rate cut in the interim if it became even clearer that action had to be taken to prevent the ERM disintegrating.

PARIS gathered pace after the news from Frankfurt and the CAC-40 index closed at its highest level since May 1982, rising 46.47 or 2.34 per cent to 2,036.00. Turnover also accelerated to FF4.8bn from FF2.8bn.

The market now believes that devaluation is imminent and that interest rates will be substantially eased in the near future.

Among the day's movers were the interest rate sensitives: Peugeot gained FF7 to FF636, St Gobain, FF23 to

FT-SE Actuaries Share Indices

THE EUROPEAN SERIES									
July 29	July 28	July 27	July 26	July 25	July 24	July 23	July 22	July 21	July 20
FT-SE 100	1239.41	1240.00	1240.83	1240.49	1240.54	1241.57	1243.01	1242.42	1242.42
FT-SE 250	1289.05	1289.87	1300.83	1300.85	1289.80	1303.88	1304.99	1308.99	1308.99
FT-SE 100	1239.41	1240.00	1240.83	1240.49	1240.54	1241.57	1243.01	1242.42	1242.42
FT-SE 250	1289.05	1289.87	1300.83	1300.85	1289.80	1303.88	1304.99	1308.99	1308.99

Source: Reuters. Data as at 10.00 AM. Figures in millions of pounds sterling.

FF572. Elf Aquitaine FF10.10 to FF426.00 and Bouygues FF26 to FF709.

MADRID surged to a year's high as the peseta tumbled on the foreign exchanges, and the general index rose 4.31 or 1.6 per cent to 268.8.

"Demand picked up after the Bundesbank's announcement as people started betting on a break-up of the ERM and the buying became quite exaggerated towards the close," said Mr David Joel of Madrid brokers, FG.

Buying was broadly based, with the banking and building sectors in particular demand. Argentaaria rose Pta400 or 8 per cent to Pta5,400 in the wake of its 14.6 per cent rise in

AMSTERDAM strengthened the CBS Tendency index climbing 1.7 or 1.4 per cent to 121.1 DSM which fell 8 per cent after posting a sharp fall in second quarter profit and forecasting a disappointing third quarter, ended the day 90 cents up at FF95.40.

BRUSSELS rebounded late in the session wiping out losses seen in immediate response to the German news. The Bel-20 index shed 1.66 to 1,200.01.

MILAN opened firm, with the mood helped by indications that the government plans to press ahead with electoral reform in response to the bombings earlier in the week. But prices gave up some of their advance and the Comit index finished up 3.06 at 561.34. Fiat fell 1.11 to 1,654.58 with one large seller said to be active. Telecoms were firm as progress was seen with the privatisation programme. Sip added 1.54 to 1,238.99 in volume of 15.7m shares while Stet added 1.83 to 1,339.99 in volume of 7.6m shares. ZURICH eased, with profit-taking in blue chips leaving the SMI index 8.3 lower at 2,404.6.

ASIA PACIFIC

Political developments help Nikkei to advance 3.2%

Tokyo

EQUITIES finished sharply higher, with the Nikkei average registering an advance of 627.27, or 3.16 per cent, at 20,456.85. Reuters reports from Tokyo.

Brokers said sentiment was boosted by hopes of a rate cut and also media reports on the likely policies of an opposition coalition that hopes to form the next government.

The Toxix index of all first section stocks rose 37.77, or 2.3 per cent, to 1,660.05. In London the ISE/Nikkei 50 index firmed 1.51 to 1,261.12.

After the market had closed the opposition party leaders announced that they had selected Mr Morihito Hosokawa as candidate for prime minister. Parliament is due to convene next week in special session to endorse the new prime minister.

Although the market gathered pace, many investors remained on the sidelines and trading was mostly driven by dealers, with the recently strong yen keeping investors cautious.

Many new investment trust stock funds are being launched in the next few days, improving supply and demand conditions in the market.

Equities opened steady, were firmer in early trade on buying by investment trusts, and extended gains throughout the day on arbitrage-linked buying. The Nikkei achieved a day's high of 20,473.75 in late afternoon trade.

Turnover was about 350m shares, compared to 180m on Wednesday. Advancing issues outscored declines by a ratio of 13-to-one, with 1,004 higher, 77

lower and 79 stocks finishing unchanged.

Nippon Chemipharm moved ahead Y120 to Y1,350 as investors thought its shares were still undervalued.

Banks were higher on hopes of easier credit. Dai-ichi Kangyo Bank appreciated Y110 to Y1,350, Tokyo Bank Y80 to Y1,730 and Sumitomo Bank Y10 to Y2,400.

NTT rose Y25,000 to Y912,000 on hopes that the new coalition government will introduce plans to boost the NTT share price.

Mitsubishi Heavy strengthened Y18 to Y662 and Kawasaki Heavy put on Y10 at Y419 on media speculation that they were asked to make trains using magnetic levitation. Both companies denied the media report.

Electric power shares were firmer on the yen's recent rally. Tokyo Electric Power ended Y100 ahead at Y3,720.

Roundup

THE Pacific Rim presented a mixed picture.

AUSTRALIA closed higher but below the day's best level, helped by mounting expectations of an interest rate cut in the wake of June trade figures, and firm gold stocks and blue chips. The All Ordinaries index added 10.1 to 1,828.5.

Interest picked up again in Woolworths, with 7m shares changing hands. The stock rose a cent to A\$2.84.

SINGAPORE was led forward by a technical rebound in Sembawang Shipyard and light buying in some index stocks. The Straits Times industrial index rose 12.81 to 1,807.02.

Sembawang added 30 cents at S\$11.10, while rumours of a

share placement helped Cerebos to rise 30 cents to S\$6.05.

NEW ZEALAND was propelled to another three-year high by further heavy trade in Telecom, and the NZSE-40 capital index gained 17.34 at 1,782.31.

Telecom was volatile after reporting first-quarter profits of NZ\$118.2m, a strong outlook for the year and a proposed share buy-back. The stock finished 8 cents ahead at NZ\$3.54.

BOMBAY surged ahead in hectic mid-session trading, spurred by speculators and foreign institutional investors after a victory for Prime Minister Narasimha Rao in a no-confidence vote late the previous day. The S&P 100 index finished 83 stronger at 2,332.67.

KARACHI continued to retreat, with the KSE-100 index losing 29.72 to 1,374.18. It was the second consecutive day of falls after a nine-day period of rapidly rising prices.

TAIWAN finished mixed amid profit-taking after early speculative gains were recorded on hopes of easier monetary policy. The weighted index, which rose more than 30 points at one stage, ended just 2.99 up at 4,022.62. Turnover slumped to a low of \$13.55bn from Wednesday's \$17.41bn.

Acer, which said estimated after-tax group profits rose to US\$16m in the first half of 1993 from US\$2m a year earlier, firmed 10 cents to T\$35.40.

HONG KONG finished narrowly mixed, with the Hang Seng index 3.28 easier at 6,899.93. MANILA paused after its record-breaking run and the composite index slipped 2.65 to 1,738.24. SEOUL saw a wave of institutional selling which left the composite index 5.82 lower at 743.21.

Johannesburg faces up to golden question

The rally in gold shares has been driven by offshore investors, writes Philip Gawith

Mr Donald Gordon, chairman of the Liberty Life group, enjoys a reputation in Johannesburg as an investment guru.

His announcement last week, therefore, that Liberty would raise R1bn (\$22m) by selling off 20 per cent of its strategic investments has been cause for some concern. The reasoning is that if "Donny" is lessening his equity exposure to the tune of R1bn, then this is an unequivocal bear signal.

This cautionary note comes against the background of an equity market deprived of the certainties of the recent past when it could be assumed that financial and industrial stocks would outperform, while gold did nothing. The judgment calls are now much more difficult.

Whatever uncertainties the future holds, the past has at least brought a warm glow to the hearts of gold bulls who, at last, have had cause to celebrate after years in the wilderness. Driven by the improved dollar and rand bullion price, the performance of the Johannesburg Stock Exchange (JSE) this year has been dominated by the 150 per cent gain in the All Gold index to its current level of 1,988, from 786 at the start of the year.

On the back of this, the overall index has climbed some 25 per cent to 4,087, while the industrials index has hardly moved, rising only 4.9 per cent to 4,573, from 4,359 in January.

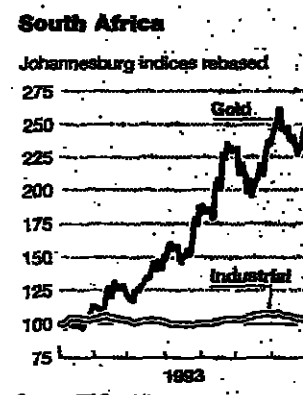
The gold rally has been music in the ears of brokers, who have profited from the higher turnover of shares. In June, for example, the value of shares traded on the JSE was R2,52bn, 77 per cent higher than a year ago. This has boosted the JSE's dismal liquidity ratio to an annualised level of 6.63 per cent, compared with 4.42 per cent a year ago. Any investor with exposure to gold is also sure to have prospered handsomely.

The hard question is where gold goes to from here. The JSE view is broadly positive, although analysts are cautious not to predict the gold price rushing ahead to \$500/oz, nor

do they believe the recent price strength is a hoax about to dissolve before their eyes. Mr Rob Lee of the Board of Executors, a financial services institution, says that given the sort of dividend increases which can be anticipated, the current level of gold prices can be justified.

Looking ahead, he is bullish about the prospects for the dollar price of gold. Given an inevitable deterioration in the value of the rand - the one fundamental all pundits seem agreed on - he believes gold shares "will go a lot higher than they are now".

Given the near vertical ascent in the bullion price, and share prices, many anticipate a short-term correction before the market moves further ahead. Against this it is argued that the recent run in share prices has been largely driven by US general funds. Local



Source: FT Graphix

underpinning equity prices. If this is so, it will take a sharp drop in the bullion price to crack share prices.

Certainly local institutions appear underweight in gold. Whereas the All Gold index accounts for 10 per cent of the overall JSE capitalisation, reports from the 23 general equity unit trusts for the June quarter reveal that 16 of them have 5 per cent or less gold in their portfolio. These figures confirm that the buying has been coming from offshore.

JSE figures released two weeks ago show that, following years of being net sellers of equities, non-residents have bought more than R2bn of shares this year, most of which will have gone into gold.

As big a headache as the outlook for gold is the high level of the industrial market, currently on a dividend yield of

2.5 per cent. This level has only twice been reached before: during the 1969 and 1987 crashes. The market appears to be discounting some fairly robust profits growth, but this is not a view supported by economic fundamentals.

Predictions for 1993 GDP growth are in the 0.5 to 0.8 per cent range and 1994 is seen as offering only modest growth prospects. Corporate profits are thus likely to remain under pressure for some time, though the downward trend in interest rates will offer some respite.

As for the politics, the market is either taking a very sanguine view of negotiations, or believes that equities will be the best place to be, should the situation unravel. In all, a better time to be a broker than a fund manager.

NEW ISSUE

This announcement appears as a matter of record only.

JULY, 1993



Kyushu Electric Power Company, Incorporated

(Incorporated with limited liability in Japan)

U.S.\$350,000,000

6 3/8 per cent. Bonds due 2003

Issue Price 99.54 per cent.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited
In conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY JULY 29 1993										THURSDAY JULY 27 1993										DOLLAR INDEX		
	US Dollar Index	Day's Change %	Round Starting Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	US Dollar Index	Preced. Starting Index	Ytd Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	1993 High	1993 Low	Ytd ago (approx)						
Australia (60)	139.16	-0.1	138.23	92.63	124.44	136.84	+0.1	3.67	139.30	138.80	93.64	124.96	136.75	+0.1	3.67	144.10	117.39	141.85					
Austria (17)	180.32	-0.2	180.25	106.72	143.37	143.11	-0.8	1.36	180.59	180.80	107.96	144.07	143.98	-0.8	1.36	180.59	131.16	154.86					
Belgium (42)	147.31	+0.5	146.83	98.04	131.72	129.14	-0.1	4.43	146.60	145.87	96.55	131.51	129.25	-0.1	4.43	156.76	131.19	146.58					
Canada (103)	123.39	+0.2	124.56	83.46	112.12	116.54	+0.2	2.89	125.12	124.50	84.11	112.24	116.33	+0.2	2.89	139.39	111.41	127.94					
Denmark (23)	209.57	+1.0	208.18	138.50	167.41	180.82	+0.5	1.18	207.58	206.55	136.52	186.22	189.65	+0.5	1.18	225.64	185.11	238.81					
Finland (23)	101.27	+3.5	100.80	67.41	90.56	123.58	+3.4	0.99	97.22	97.23	65.76	87.75	119.58	+3.4	0.99	101.27	65.50	70.58					
France (97)	152.42	+0.3	151.41	101.45	138.29	140.05	-0.3	3.27	152.03	151.27	102.20	136.37	140.52	-0.3	3.27	162.72	142.72	158.80					
Germany (80)	116.05	-0.3	115.29	77.26	103.78	103.78	-0.6	2.04	115.37	115.79	78.24	104.39	104.39	-0.6	2.04	117.10	101.59	120.17					
Hong Kong (56)	277.27	+0.3	278.43	194.56	247.86	270.06	+0.3	3.44	278.32	274.94	185.75	247.89	275.13	+0.3	3.44	301.81	218.82	243.77					
Ireland (10)	159.55	+0.8	158.49	108.20	142.68	159.98	+0.3	3.45	158.34	157.55	106.45	142.04	158.48	+0.3	3.45	170.40	128.26	158.26					
Italy (76)	69.39	+0.6	68.93	46.18	62.05	82.80	+0.1	1.98	69.00	68.86	46.38	61.90	82.81	+0.1	1.98	72.82	53.78	82.06					
Japan (470)	159.29	+0.8	158.27	102.03	137.09	102.03	-0.2	0.81	159.13	151.38	102.27	136.49	102.27	-0.2	0.81	155.96	100.75	90.27					
Malaysia (30)	148.88	+1.0	146.55	292.08	311.79	344.11	+0.9	1.97	146.09	146.09	291.58	305.56	340.53	+0.9	1.97	162.25	202.04	230.78					
Mexico (19)	1603.64	-0.1	1582.99	1067.41	1434.01	1470.39	-0.1	0.90	1605.15	1597.17	1070.07	1438.85	1472.80	-0.1	0.90	1410.30	1388.15	1388.15					
Netherlands (24)	167.94	+0.8	166.83	111.79	150.18	148.26	+0.5	3.70	166.66	165.88	112.03	149.51	147.56	+0.5	3.70	175.30	139.09	181.34					
New Zealand (13)	53.71	+1.6	53.35	36.75	60.35	51.74	+1.9	4.31	52.88	52.62	35.5	47.44	50.79	+1.9	4.31	70.45	45.92	45.92					
Norway (22)	159.42	+0.8	158.38	106.18	139.59	149.09	+0.4	1.86	158.44	157.65	106.51	142.14	149.88	+0.8	1.86	183.71	137.71	170.84					
Portugal (10)	293.06	-1.0	294.48	186.48	223.61	185.67	-1.3	1.86	292.93	291.98	189.84	226.83	182.25	-1.0	1.86	282.72	200.79	200.79					
South Africa (80)	208.74	+1.2	207.36	139.84	188.08	203.72	+0.8	2.52	206.21	205.19	138.63	184.99	202.15	+1.2	2.52	211.77	144.72	170.72					
Spain (44)	119.78	+1.2	117.99	79.96	106.21	124.99	+0.8	4.68	117.41	116.82	78.93	102.33	123.94	+1.2	4.68	132.82	113.23	130.77					
Sweden (36)	173.16	+1.2	172.01	115.26	154.85	200.40	+1.1	1.83	171.10	170.18	114.98	153.04	204.79	+1.2	1.83	184.06	149.40	189.44					
Switzerland (50)	128.28	+0.8	127.42	85.39	114.72	120.44	+0.5	1.80	127.15	126.82	85.48	114.04	119.86	+0.8	1.80	128.38	106.91	112.38					
United Kingdom (218)	173.69	+0.3	173.93	119.18	136.55	173.93	+0.2	3.99	174.30	173.63	117.30	136.52	173.93	+0.3	3.99	182.04	144.91	162.04					
USA (220)	139.16	-0.1	138.23	92.63	124.44	136.84	-0.1	3.67	139.30	138.80	93.64	124.96	136.75	-0.1	3.67	144.10	117.39	141.85					
Australia (60)	145.06	+0.4	144.08	96.53	123.71	139.67	+0.1	3.19	144.44	143.72	97.19	125.19	139.53	+0.4	3.19	143.02	113.92	148.25					
Europe (751)	156.44	+0.2	155.41	101.23	137.02	137.02	+0.2	1.81	156.16	155.44	101.13	136.59	137.02	+0.2	1.81	172.57	105.08	172.57					
Pacific Basin (714)	156.44	+0.2	155.40	101.13	136.90	136.90	+0.2	1.80	156.06	155.38	100.44	136.31	136.90	+0.2	1.80	172.57	105.08	172.57					
North America (1465)	151.65	+0.6	150.64	100.93	136.80	121.46	+0.1	1.91	150.76	150.01	101.34	136.24	121.54	+0.6	1.91	165.06	116.25	171.91					
Europe-Middle East (828)	179.42	+0.2	178.23	119.44	160.47	178.48	-0.2	2.81	179.78	178.89	120.87	161.31	178.85	+0.2	2.81	184.38	137.51	168.19					
Europe-E. Asia (303)	126.22	+0.1	125.38	84.03	112.89	110.71	+0.1	2.66	125.62	124.94	84.46	112.71	110.63	+0.2	2.66	128.65	112.51	126.99					
Pacific-E. Asia (344)	185.10	+0.5	184.65	125.22	188.22	173.93	+0.3	3.18	187.64	186.91	125.16	186.35	173.94	+0.4	3.18	192.70	152.70	166.55					
World-E. Asia (1823)	185.10	+0.5	184.65	125.22	188.22	173.93	+0.3	3.18	187.64	186.91	125.16	186.35	173.94	+0.4	3.18	192.70	152.70	166.55					
World-E. Asia (1154)	160.22	+0.3	159.18	105.65	143.29	138.70	-0.1	2.09	159.79	158.99	107.42	143.36	138.89	+0.1	2.09	164.34	134.22	139.03					
World-E. Asia (2112)	161.32	+0.3	160.25	107.39	144.27	141.70	-0.1	2.26	160.09	159.09	108.17	144.35	141.60	+0.3	2.26	162.74	137.29	136.15					
World-E. Asia (1702)	167.93	+0.1	166.81	111.79	150.19	164.25	-0.1	2.94	167.83	167.00	112.84	150.88	164.34	+0.1	2.94	175.05	157.47	162.12					
The World Index (2172)	161.55	+0.3	160.48	107.58	144.47	141.95	-0.1	2.27	161.13	160.30	108.31	144.53	142.17	+0.3	2.27	162.86	137.32	136.54					

JAPAN

Friday July 30 1993

Japan will play a bigger world role but will become harder to deal with: INSIDE

Nintendo versus Sega: war of the giants for sales of computer games: INSIDE

Pervasive problems in Japan's financial system have culminated in the worst economic and political difficulties for 20 years. They coincide with a profound rethink of Japan's world role after the end of the Cold War, writes Charles Leadbeater

This crisis is different

JAPAN has been through a cathartic year of crisis. Consensus, stability and long term planning are widely thought to be the hallmarks of Japanese society, the cultural underpinnings of its economic success. Yet the last year has shown with a vengeance that crisis and upheaval are just powerful engines of change and innovation, forcing companies and political parties, bureaucrats and middle managers to reassess traditional methods and ways of thinking. Japan has been through periods of upheaval and crisis before, largely brought on by economic shocks delivered from the outside. In the early 1970s the revaluation of the yen, followed by the oil shocks, forced painful economic restructuring. In the 1980s the lowering of the US dollar placed similar strains upon Japan's competitiveness. There is something different about the present upheaval. Japan's economic difficulties - it is in the midst of the most protracted downturn for 20 years - were in large part brought on by domestic factors, particularly the weakness of the financial sectors, after the collapse of the speculative bubble economy of soaring land and stock prices in the late 1980s. The current downturn is not the result of a sharp shock to the international competitiveness of Japanese manufacturing. It is the result of

pervasive problems with the country's financial system. But it is not simply that the nature of Japan's economic difficulties differ from past crises. The scale and scope of this upheaval differs, for its stretches from finance and manufacturing to the political system and Japan's foreign relations as well as reaching into Japan's social values. The political upheavals which led to the Liberal Democratic Party losing its overall majority in the July 18 general election for the first time in almost 40 years - and the consequent decision of Prime Minister Miyazawa to resign - are just the latest and the most dramatic example of changes which are underway in almost every area of Japanese society. If there is one explanation for this complex, uncertain process of change it is that Japan is maturing. It is, in fits and starts, at times reluctantly, shedding an image of itself as a society which has to be dedicated to economic development as a priority and which could afford to do so because it sheltered beneath the wing of US foreign policy. It will in future focus less on quantitative goals for economic growth as the guiding beacon for social and commercial life. Coalitions which held together during the period of rapid growth after the second world war are now becoming unglued. There is a growing



Prime Minister Miyazawa welcomes Yeltsin and Clinton to Tokyo's G7 talks



A frigate leading last October's 60-vessel review of the Japanese navy

recognition that Japan should play a larger world role, in part because it cannot avoid doing so as a major economic power in a post cold war world. To European and US ears it may sound odd to say that Japan is in crisis. Unemployment is still low, at 2.5 per cent. The economy has not slipped into outright recession unlike the recent experience of the UK, Germany and the US. Japan is running a record current account surplus with its trading partners which could be worth \$150bn this year. Yet crisis is the right term, because old assumptions and certainties are being overturned, and tried and tested precedents which have guided Japanese policy are being found wanting. Myths are being exposed in five areas:

● **Finance.** The Japanese financial system is facing probably its most serious and protracted crisis since the 1930s. The country's main banks are carrying a heavy burden of bad debts left behind by the excessive property lending in the late 1980s. In past recessions the financial system has been stable while manufacturing companies have adjusted to threats to their international competitiveness. Now the financial system itself is being forced to restructure and reform. The worst of the crisis is probably over. But it will take several years before the backlog of bad debts is fully cleared up.

● **Industry.** Manufacturing companies are embarking on long term restructuring plans to enhance their competitiveness. These will involve greater investment abroad, especially into south east Asia. But most manufacturers are determined to maintain a solid core of operations in Japan despite its relatively high costs. To achieve this they are implementing far reaching changes in the way they design and make products to improve efficiency. In the car and electronics industries, which have been the engines of the growth of the Japanese economy over the past two decades, the situation is particularly troubling. Consumer electronics and computer companies say they are facing a "new product recession", because they are facing for the first time in their lives very low growth in consumer

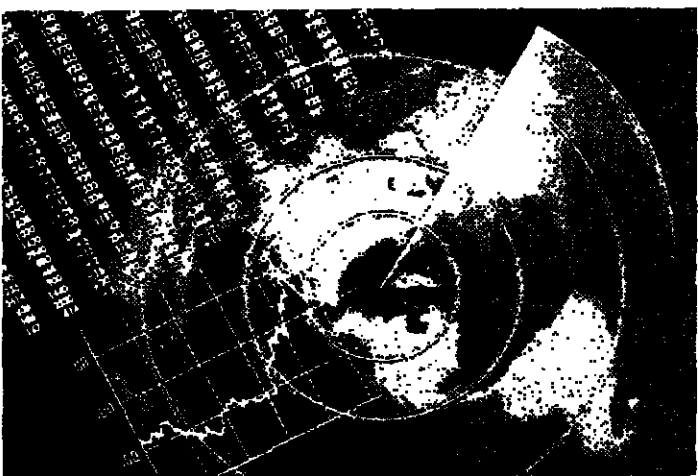
demand and chronically depressed prices. ● **Foreign relations.** Japan's foreign policy is being reshaped by the end of the cold war. Japan's old foreign policies - the right's adherence to US leadership and the left's pacifist opposition to it - are being challenged by a new realism, underpinned by a muted Japanese nationalism. The young new realists want Japan to play a larger world role, commensurate with its economic power. One of the first signs of this new assertiveness, especially evident among younger bureaucrats and managers, was the stiff Japanese opposition to US demands for numerical targets to open up the Japanese market to foreign goods and to cut the trade surplus.

Over the next few years, with its sights on a seat as a permanent member of the UN security council, Japan will be charting its way cautiously into a more independent international role. For 40 years since the second world war Japan has relied upon US leadership to guide it diplomatically. In the next decade it will rely less on the US. ● **Social change.** In the past two years the salarymen and women who make up most of the Japanese workforce have seen some of their cherished myths evaporate. For most of the post war era Japan's scarce land has been one of its safest investments for Japanese savers. Yet in the past two years land has fallen in value by about 30 per cent in the wake of the collapse of the economic bubble. This year there has been another shock as many large companies such as Nissan, Matsushita and NTT have announced plans to cut their workforce, throwing in doubt their commitment to a fully fledged lifetime employment system which is widely thought to be one of the hallmarks of management of large companies. These cuts are modest compared with the restructuring underway in German industry, yet for Japanese workers brought up on a diet of security and loyalty they have been a shock. ● **Politics.** The precise outcome of Japan's political turmoil is far from clear. Yet it is clear that a fundamental process of political change is underway. The socialist opposition has been deeply wounded and is unlikely to recover from the setbacks it suffered in the general election. The LDP may face a period in which it can only exert its influence through coalitions. Young reformers in new conservative parties are setting the pace for Japanese politics. As a result political reforms, probably including far-reaching reforms to electoral system, are almost certain. The centre of gravity of the entire political system is shifting, in a belated response to

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the economic and social changes which have swept Japan as it has become perhaps the strongest economy in the post-cold-war world. The old dividing line between left and right is increasingly irrelevant. For the foreseeable future the most important divide in Japanese politics, which will cut across the main parties, will be between modernisers and traditionalists. Supporters of political reform are spread through all parties. Elderly defenders of the status quo congregate in both the LDP and the SDP. Reformers in different parties often have more in common with one another than with their seniors within their own party. The rise of the new conservative parties - the Japan Renewal Party, the Japan New Party and the New Harbinger Party - is the most visible sign of this shift. But across the political system the balance of power is swinging in favour of modernisers. The divide between young and old will be enduring and could provide fertile soil in which the modernising conservative parties will take root. It is too early to say what will emerge from this period of modernisation, partly because it will wholeheartedly embrace large tracts of tradition. Japan's financial and industrial sectors will probably emerge yet more competitive in a few years time. Its political institutions and social life may become more open and transparent. Japan may become gradually more assertive and independent in the world, particularly as far as Asia is concerned.

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JAPAN 2

The economic outlook is not promising, says Charles Leadbeater

Clouds of uncertainty

THE Japanese economy is still stuck. In spite of hopeful signs early in the year that a recovery was imminent, it is still too early to say that the economy has bottomed out from the long decline which began with the sharp fall in land and stock prices in 1991.

This short term uncertainty about when the economy will hit the bottom is only further clouding its medium term outlook. It seems increasingly likely that when growth resumes it will be extremely moderate and tentative.

In the longer term, beyond the next couple of years, the strength of the economy will depend upon Japan's capacity for further fundamental restructuring to deliver growth. It achieved this with a vengeance in the 1970s in response to the oil shocks, by manufacturers upgrading their product ranges and shifting from heavy to light industry.

Now Japan faces challenges of a similar magnitude - not just in the structure of its industry but also in its markets for labour, assets and consumer goods - if its economy once again is to grow strongly in the second part of this decade.

The slump set off by the sharp fall in stock and land prices which began two years ago is still with Japan. In the year to this March the economy grew by about 0.3 per cent, the lowest rate since the oil shocks of the 1970s. In the past few weeks forecasters have been downgrading their estimates of what is to come this year and next.

Optimists, such as Mr Robert Feldman, chief economist at Salmon Brothers, the US securities house, predicts that the economy will grow by 3.2 per cent this fiscal year to next March and by 3.4 per cent in the following year.

However, many other forecasters believe growth will be more moderate, at closer to 2.5 per cent or less.

In the short run there is growing evidence that the slowdown in the economy has been arrested by a huge public sector effort to prop up the economy and prevent it falling into recession.



Tokyo currency dealer: massive intervention has arrested the slowdown

The main domestic source of growth has been a massive infusion of public funds into the economy, through special pump priming packages worth more than ¥24,000bn over the past year. This has helped to fuel construction demand and house building.

Industry is finally getting its vast stocks of unsold inventories under control but only after sustained cuts in industrial production. Within the next six months industrial output may start to revive thanks to this inventory control, but the pickup is expected to be moderate.

The money supply has also begun to rise, after an unprecedented period of contraction late last year. Meanwhile, the health of the financial sector has improved with the surge in the stock market over the past few months, which has taken the Nikkei away from the lows of about 17,500 it plunged last year to more than 21,000.

This recovery was in large part orchestrated by public pension funds buying stocks and regulatory changes to improve the profits outlook at NTT, the telecommunications group which accounts for a large chunk of the Tokyo stock market's valuation.

This rise has helped to ease many of the difficulties faced by Japan's banks which are weighed down with bad debts left behind by speculative property lending in the late 1980s.

The stock market's rise has

strengthened the banks' balance sheets and so made it more likely that they will be able to lend enough to finance recovery when it finally arrives.

However, set against these signs of recovery are three restraints on growth.

● First, consumer spending which accounts for between 55 per cent and 60 per cent of Japanese gross domestic product, is still deeply depressed. The reasons for this baffle economists. The labour market is weakening but it is still tight, with official unemployment at 3.5 per cent. Inflation is depressed, with discounting rising, so real incomes are rising.

The fall in land prices is bottoming out, which combined with the rise in the stock market should be strengthening consumer balance sheets.

This should soon translate into less precautionary saving and high high street spending. But a revival in consumer spending has been predicted for many months without materialising and it is still not clear when it will recover strongly.

● Second, corporate investment, which accounts for between 15 per cent and 20 per cent of GDP is still being cut back as companies attempt to respond to three years of declining profits by cutting costs.

● Third, Japan's opportunities for exploiting external sources of growth are being curtailed

by the rise in the value of the yen from about ¥125 to the dollar at the start of the year to about ¥108: mounting pressure over Japan's trade surplus and the recession in Europe. In spite of their rapid growth the south east Asian economies are unlikely to provide an alternative market in the short run, especially for more expensive, sophisticated goods.

In the longer run, the outlook for the economy will depend on a different mix of factors. There are powerful forces working towards a resumption of high growth in Japan. The US will maintain its pressure for Japan to run an expansionary economic policy to stimulate demand for imports to cut the trade surplus. Japanese manufacturing companies are busily laying the basis for a new surge in productivity in the next few years, with ambitious programmes to increase efficiency. However, against these forces that will drive growth are other factors that will constrain it. The political uncertainty may cast a shadow over the prospects for further fiscal stimulus.

The decline in Japan's birth rate, slow growth of its working age population and rapid ageing mean Japan could face a structural labour shortage unless it allows greater immigration. This labour market constraint could limit Japan's capacity for non-inflationary growth.

Japan's asset markets present another constraint. Policy makers are so worried about the stimulus they spill over into another bout of speculation to match the late 1980s that they want to control growth.

Meanwhile, the pressure from the US over the scale of Japan's trade surplus, which is expected to be worth about \$150bn this year, means that there is a curb on Japan's access to foreign markets as a source of growth.

The main hope for escape from these constraints lies with reforms at home to create conditions for more sustainable domestic demand-led growth, by freeing consumer and retailing markets to increase the share of consumption within the economy.



A colder environment: skiers enjoy an indoor artificial snow slope opened earlier this month at Funabashi, near Tokyo

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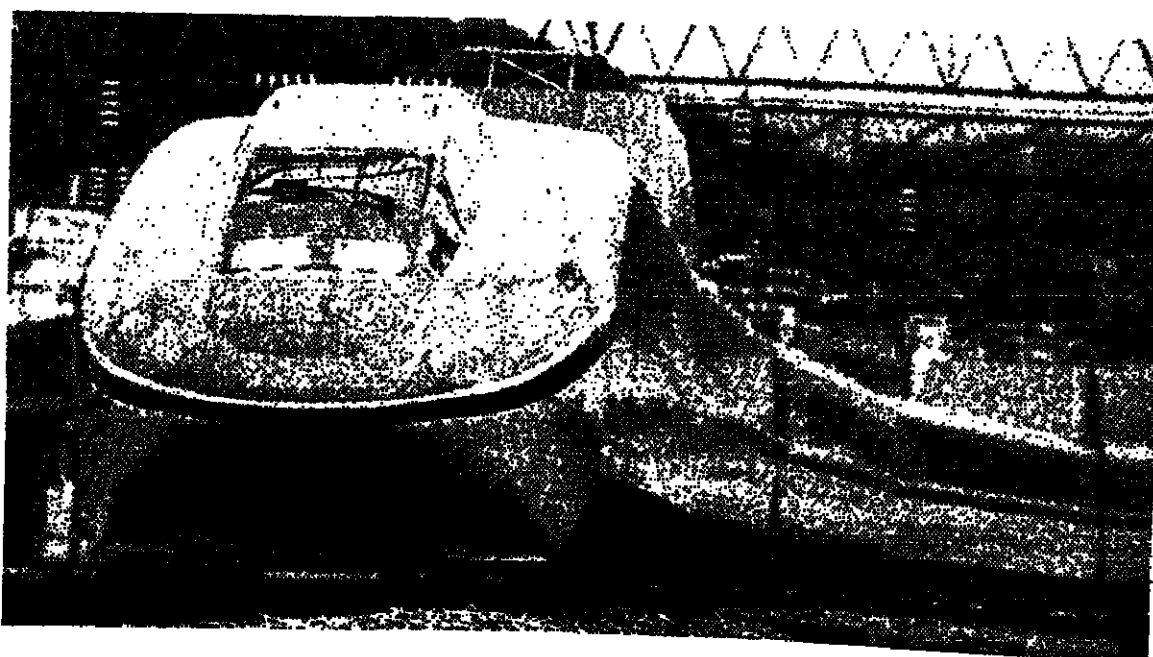
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Michiyo Nakamoto studies how industry is adjusting to the painful realities of recession

Beating an orderly retreat

JAPANESE are quick to embrace catchy foreign words to describe trends at home.

The latest in their adopted lexicon is "restra", or restructuring, as company after company has launched programmes to reorganise its business operations and work its way out of the current economic gloom.

After a three-year period of economic growth - the second longest period of expansion since after World War Two - many Japanese companies had lost touch with market realities.

The recent fate of Japan's consumer electronics and motor industries, two of the country's most internationally competitive sectors, show the

degree to which corporate strategy and market conditions had drifted apart.

Consumer electronics companies, from giants such as Matsushita and Sony to the more specialised concerns such as Pioneer and Aiwa, have been caught with few new products to stimulate demand at a time when interest in mainstream products has slumped.

In the motor industry, both Toyota and Nissan, Japan's

largest and second largest car makers, recently started production at new state-of-the-art factories just as the domestic market was heading in a downward spiral.

"Car manufacturers have set their investment plans on the understanding that the economy would continue to grow but this is no longer appropriate," says Mr Yoshifumi Tsuji, president of Nissan.

Nissan sent shock waves

through the country when it announced earlier this year that it would close a car assembly plant in Zama, near Tokyo, and move production to a newer facility in southern Japan.

Its decision was forced on it by the recognition that the company cannot expect to use its capacity to build 2.5m cars in Japan to the full under the present circumstances.

In addition to such changed circumstances in the domestic market, Japanese companies which depend to a significant degree on exports have been severely battered by the 13 per cent rise in the yen's value this year.

It is hardly the first time corporate Japan has had to review seriously the way it operates and readjust costs and business structures to changed market realities.

Many businessmen in Japan still remember vividly the painful restructuring needed to overcome the sharp appreciation of the yen after the Group of Five industrial nations agreed in 1985 to strengthen the Japanese currency against the US dollar.

Through that experience, Japanese companies emerged stronger and more competitive, establishing a reputation for being fierce and invincible.

The question being asked today is whether Japanese companies, faced with one of the worst recessions in post-war history, a strong and invincible reputation for being fierce and invincible, can do the same again.

The pressures of a business environment have forced companies to reorder their priorities. As they watch their profits dwindle in the face of the prolonged slump, Japanese executives have begun to grapple with the need to raise profits even if markets are not growing.

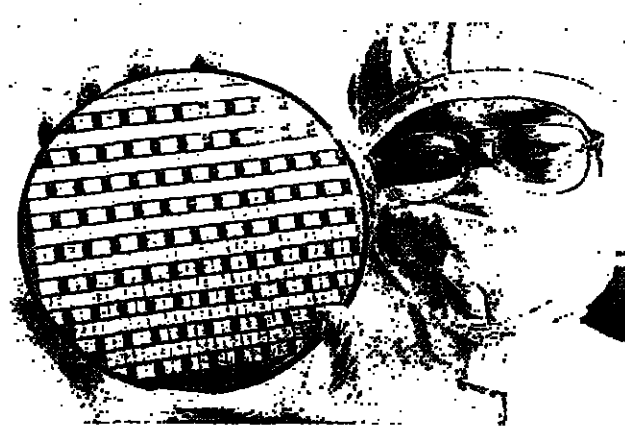
"From now on managers have to think about maintaining profits even when revenues are not rising," says Mr Yosuaiki Takano, president of San'yō Electric.

To do so, companies are employing a two-pronged approach of cutting costs and raising productivity.

The cost-cutting exercises at Japanese companies have ranged from the conventional steps of reducing capital expenditure and R&D spending, cutting down on overtime work and restricting the hiring of new employees to the more dramatic and controversial measures of closing facilities, such as Nissan did, or introducing early retirement.

Fujitsu, the computer company, has said that it would reduce its workforce by 6,000 in two years through natural attrition and voluntary transfers to subsidiaries and affiliated companies many of which it was establishing itself.

Early retirement programmes have also become a popular option as a socially less disruptive way of reducing the workforce and have been introduced at companies ranging from Alps, an electrical components manufacturer, to



When the growing stopped: silicon chip making at Kyushu

Mitsui, the trading house.

A particular feature of these cost-cutting exercises is that Japanese companies are for the first time confronting the need to slim down their white collar, rather than blue-collar, workforce. At the same time many companies have been reviewing their organisational structures in an attempt to raise overall efficiency.

MATSUSHITA, which has been criticised for its poor response to defects in its refrigerators and a financial scandal at a subsidiary, is trying to grapple with what is known in Japan as "the disease of the corporate giant", or a bloated structure. The administrative staff had become too large and much of the work that is done at head office is necessary only

because of the size of the company, points out Mr Jiro Aoki, general manager of the domestic sales planning office.

Matsushita has more than 50 subsidiaries in Japan alone, some of which compete with each other in specific product areas. "We used to think that this competition would lead each company to do better but it was in a way wasteful," Mr Aoki admits. Now, Matsushita is trying to clarify business areas by company.

At the same time as they attempt to slim down and raise productivity in the office, Japanese companies are cutting costs on the factory floor.

For example, NEC is working with suppliers of semiconductor manufacturing equipment to standardise certain parts of chip manufacturing machines. The target is to

reduce the costs of manufacturing new generations of chips by about 20 per cent.

Standardisation is also being increasingly adopted at consumer electronics companies and car manufacturers which have found that the wide variety of models they had been offering were a waste - of more than 300 different types of TVs offered by makers in Japan only about 20 per cent really sold, says Mr Aoki - and that consumers were more interested in products which offer value for money.

As the yen has risen strongly against the dollar, equally important in their cost-cutting exercise has been the need to move more production overseas and to procure more components from abroad.

Japanese manufacturers still have a high level of skills that keeps their products competitive in world markets. They have also actively developed key products for which there are few alternative suppliers.

But to maintain that leading edge they will need a clear business strategy that takes into consideration the changed market environment, and that is where the dividing line between those companies that emerge stronger and those that drift is likely to lie.

"In Japan, top management which has been with a company for 30 or 40 years, cannot introduce real change," says Mr Kuniyoshi Sasaki, a director at the Japan productivity centre. Neither do most executives have enough to provide the strong leadership that is needed in a time of crisis.

The benefits of restructuring on the bottom line will begin to filter through in the years ahead. But unless cost-cutting goes hand in hand with a strategy for future growth, those benefits may turn out to be short-lived.

Robert Thomson on the banks' debt burden

Too bad to admit

IN protesting that they have learned the lessons of the easy money era of the late 1980s, Japanese banks stumble when asked to explain the continuing close ties to allied developers such as Azabu Tatemono and EIE International, which have extensive property holdings and even larger piles of debt.

One reason, often unstated, is that the banks are reluctant to reveal the full extent of their exposure to these companies. Another is the old justification that these developers are too big to let slip, as their fall would shatter confidence in an already battered Japanese property market.

But, departing from this tradition, the Long-Term Credit Bank of Japan announced this month that EIE International, with outstanding debt conservatively estimated at ¥700bn, will have to fend for itself. Five bank managers transferred to the company have returned to the bank, which has promised to write off the losses arising from its loans of ¥150bn, about half of which are estimated to be bad.

The EIE case has stirred debate in Japan over whether the banks are now prepared to own up to bad debts and deal with them aggressively, in contrast to the past practice of understating the exposure and stretching out the write offs over a decade or more. The latter approach had the blessing of the Ministry of Finance, which thought it would maintain confidence in the system and limit the losses to tax revenue arising from write offs.

It was natural that LTCB, and four other leading banks linked to EIE, should be nervous about the reaction to the unusual tack of admitting to problems. On the day of the announcement, one slightly giddy banker asked this journalist: "What do you think about our decision? Do you think it is a good thing?"

But it is not clear that the EIE case marks a turning point in the attitude of Japanese banks to their problem loans. The company is a maverick, with a bizarre collection of trophy properties, ranging from a



Tokyo bank official: the strains are showing in institutions of all sizes

Property loans exposure of top 10 banks (%)

Nippon Trust	26.7
Nippon Credit	23.8
Fukutoku	18.3
Hanshin	17.9
Chiba	17.8
Taiheyo	17.6
Chuo Trust	17.3
Toyo Trust	16.7
Tokuyo City	16.6
Mitsui Trust	16.6

Source: Tokyo Shoko Research

floating hotel in Vietnam to a private university in Queensland. Its president, Harunori Takahashi, is definitely not mainstream, having retreated to the golf course when told that his bankers were cutting their losses.

Importantly, much of EIE International's portfolio is outside Japan, meaning that the impact on the domestic property market is limited. Harder evidence of a new attitude to problem loans would be presented if a bank put pressure on a more mainstream developer, and if banks revised their present narrow definition of a non-performing loan.

Officially, the country's 11 leading commercial banks have ¥8,400bn in non-performing loans, but that figure is unofficially estimated to be about half the actual total. Restructurings in which interest rates are cut to almost zero are not counted, nor are affiliates' bad loans, even though

the bank will be ultimately responsible for clearing away the debris.

Nippon Credit Bank, one of the country's three long-term credit banks, is burdened by bad loans from three financial affiliates, which it says are not technically its responsibility. However, when dealing with the affiliates, most customers saw the respectable figure of NCB looming behind, as is the case with even the distant affiliates of other large institutions.

The bank estimated its non-performing loans at end March to be ¥580bn, though prominent reports in a Japanese magazine claiming to be based on internal documents from the bank have suggested the figure is higher. NCB officials say the "worst is over" and that the arrival as president of a former finance ministry official, Mr Hiroshi Kubota, has helped morale.

NCB is a good example of the difficulty of measuring the depth of banking in the country's financial system. Instead of bad loan figures, the bank emphasises that business profits rose 68 per cent last year and that its capital adequacy ratio, as defined by the Bank for International Settlements, was 9 per cent at end March, up from 8.32 per cent a year earlier, and easily above the 8 per cent target figure.

The finance ministry says the announcement of non-performing loan figures is intended to restore confidence in the banking system, as they show that the damage is not as severe as rumoured. But banks, and the ministry, are still unwilling to highlight the differences among the institutions, even though the quality of loan portfolios varies greatly.

Most attention has been given to the larger Japanese banks, but cracks are also appearing in institutions such as smaller regional banks and the local shinkin banks. These institutions are suffering most during the economic downturn, particularly if they are already burdened by problem loans arising from the bubble era.

The collapse of Kamaishi Shinkin last month and a rush of mergers among other smaller banks and credit associations have highlighted the pressures on these institutions. It is understood that about 11 troubled shinkin banks are receiving low interest loans from their parent association, and the longer the economic downturn, the more assistance will be required.

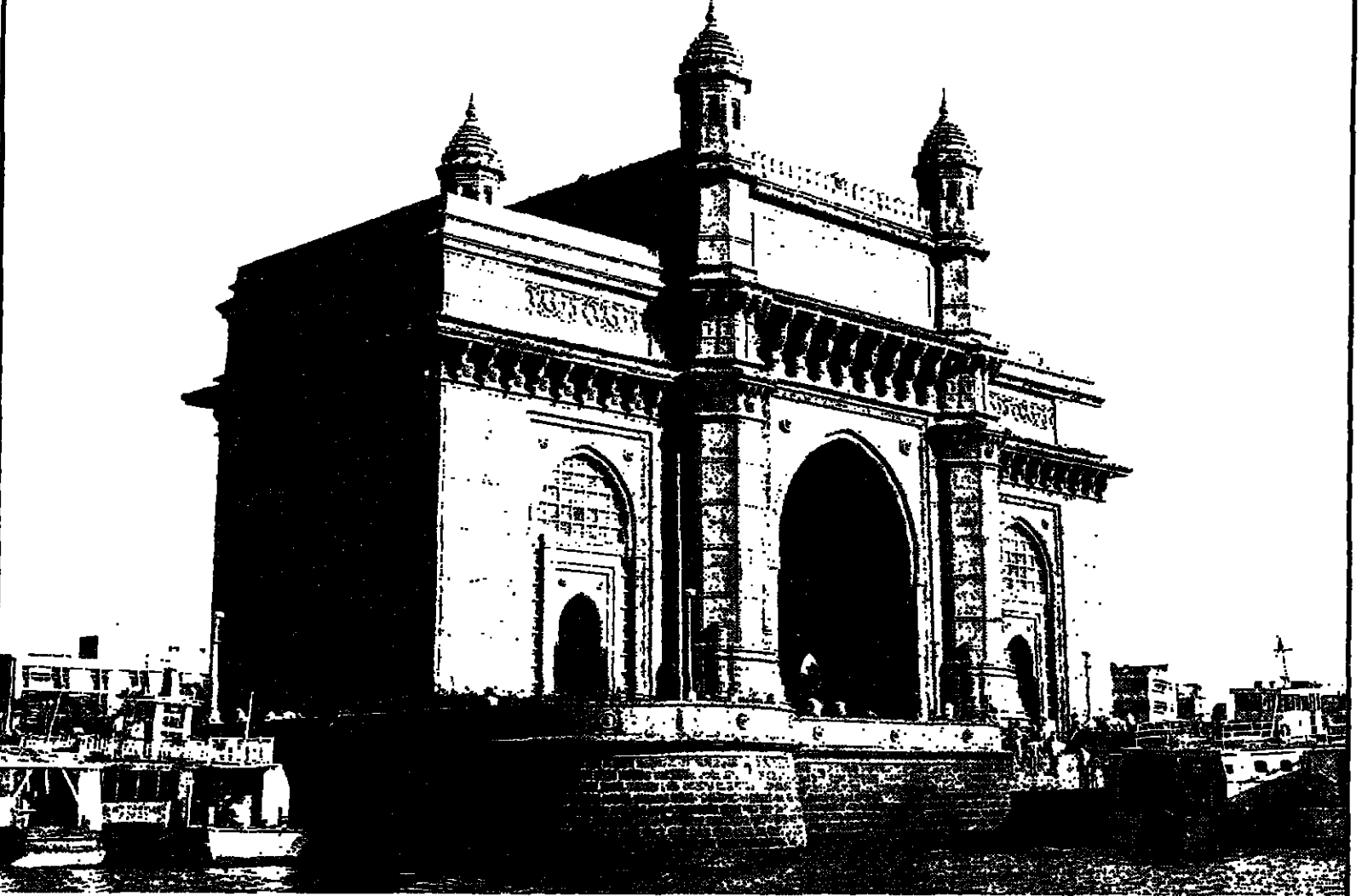
Kamaishi's failure was linked to its role as the provider of funds to small businesses in a coastal area in northern Japan, not to rash lending to stock or property speculators. About half of the bank's loan portfolio of ¥35.6bn is reckoned to be bad and it will be liquidated in October, when 12 branches will be taken over by regional banks.

The disappearance of Kamaishi Shinkin, whose mistake was to keep the funds flowing to faithful but struggling clients, shows that a streamlining of the banking system is occurring, though not as quickly as was generally predicted.

Japanese banks are still resisting the pressure to change, but, as the Kamaishi case shows, there comes a time when the institutions can resist no more.

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The Gateway of India, Bombay, early 20th century

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KEY FACTS

Area	377,719 sq km
Population	124.5m (Oct 1992 est)
Head of State	Emperor Akihito
Currency	Yen
Average exchange rate	1991 \$1=¥134.71; 1992 \$1=¥126.65 1977/83 \$1=¥107.65

ECONOMY

	1992	Latest
Total GNP (\$bn)	3,705	n.a.
Real GNP growth (%)	1.5	0.0
GNP per capita (\$)	29,794	n.a.
Components of GNP (%)		
Private consumption	56.5	
Total investment	30.8	
Government consumption	9.4	n.a.
Exports	14.2	
Imports	-10.9	
Consumer prices (% change pa)	1.7	0.9
Unit lab costs (% change pa)	9.2	3.6
Ind. wage rates (% change pa)	1.1	1.9
Ind. production (% change pa)	-7.1	4.2
Unemployment (% of lab force)	2.2	2.5
Reserve minus gold (\$bn, Dec)	71.6	82.5
M1 growth (% pa)	4.5	2.9
M2 growth (% pa)	-0.4	1.4
3 month money mkt rate (% pa, avg)	4.3	3.1
Govt bond yield (% pa, avg)	5.3	4.4
FT-A Index (% change on year)	-22.7	+19.5
Current account balance (\$bn)	117.6	135.2
Exports (\$bn)	330.9	353.7
Imports (\$bn)	195.5	205.3
Trade balance (\$bn)	132.4	148.4
Trade partners (1992, % by value)		
US	28.2	22.4
Taiwan	6.2	
Hong Kong	6.1	4.6
Germany	6.0	7.3
China		5.3
Australia		

* = 1993 FIGURES:
GNP growth - 1st quarter.
Unit labour costs - March.
CPI ind. production, unemployment, reserves - May.
Money growth - June.
Interest rates - 16/7/93.
Stock mkt - % change from 31/12/92 to 30/6/93.
Trade figures - EIU estimates for year.
SOURCES: IMF, Datastream, Economist Intelligence Unit

JAPAN 4

Japan seeks a new role in the world, writes Charles Leadbeater

The old order endeth



In search of an international role, Japanese troops leave to join UN peacekeepers in Cambodia

the cause of peace. The traders, such as Mr Noshiro Amaya, former vice-minister at the Ministry of International Trade and Industry, see Japan as a

commercial democracy. Miti is still the bastion of this view. The traders believe Japan should model itself on the great trading powers of the

15th and 16th centuries, such as the Netherlands. According to this view, Japan is the world's merchant, the US is the world's samurai. Japan

JAPAN was a sleeping partner in the cold war. It is just starting to wake up to the fact that it is over.

Japan's nuclear pacifism meant it was never a direct participant in the nuclear stand-off which was central to the cold war. Yet it was active in the wings, as a US ally.

The Japanese economy's growth in the 1980s was partly attributable to US spending on the Korean war. In the 1990s the rise in the US federal deficit, partly a result of higher defence spending, also helped the Japanese economy to grow.

Throughout the cold war Japan accepted the US foreign policy and security lead. Sheltering beneath this umbrella Japan pursued its main aim to develop its economy. The US accepted that Japan should play this limited role as long as it was a powerful economic and democratic buffer against the expansion of communism in Asia.

This rationale for the US relationship with Japan no longer holds good. As a result Japan is having to embark on a painful, slow, highly sensitive search for a new international role.

This search involves several components. Most important is a renegotiation of its relationship with the US. This renegotiation has just started with the recently concluded US-Japan framework for trade talks

to reduce the ballooning Japanese trade surplus. It may go further into the nature of the security and political alliance between the two countries.

The Russian military threat is receding. The US now views Japan as an arch economic competitor. Worse than that there are new tensions in their approach to the post cold war world. The US Clinton administration has championed a more active western engagement with Russian reform. Japan has found this difficult because its territorial dispute with Russia over the islands off the northern tip of Japan is still unresolved.

Japan's search for a role is complicated by the changing balance of power within Asia. Japan is more aware of the need for an effective security framework in Asia as the economic and military power of China grows and the fate of communist north Korea remains uncertain.

The speed and uncertainty of events in the post cold war world has also exposed Tokyo's foreign policy making. Japan's bureaucracy works best when it has clear precedents to follow to guide its decisions. In the post cold war world of ethnic and nationalist tensions in Europe and Asia such precedents are hard to find or buried in history. So Japan has often been caught out by the speed with which crises have devel-

oped, principally the Gulf War in 1991.

The immediate focus of Japan's efforts to develop a new world role will be its hopes of becoming a permanent security council member of the United Nations. Japan hopes to gain a permanent seat in 1995. Such a responsibility would force it to make faster, harder decisions about what should be done in moments of crisis. This will almost certainly require more than changes to the way foreign policy is made. It will demand changes of substance as well.

Several camps are competing to provide Japan with a new foreign policy lead into the post cold war world.

The traditionalists on both left and right believe that Japan is a "special state". Its history of wartime aggression and, most important, its subjection to nuclear bombing make it exceptional, the traditionalists argue.

They believe Japan should accept as a principle a modest international role because it can never become an international military force, even in

the cause of peace. The traders, such as Mr Noshiro Amaya, former vice-minister at the Ministry of International Trade and Industry, see Japan as a

commercial democracy. Miti is still the bastion of this view. The traders believe Japan should model itself on the great trading powers of the

15th and 16th centuries, such as the Netherlands. According to this view, Japan is the world's merchant, the US is the world's samurai. Japan

Michio Nakamoto finds mixed attitudes towards the US president

In two minds about Bill

Comments from US officials which led to the sharp rise of the yen have been interpreted as a sign that the Clinton administration would use whatever means it has available to reduce its trade deficit with Japan.

A joint survey conducted last month by the television companies TBS in Japan and CBS in the US and *The New York Times*, found that 76 per cent of the Japanese respondents did not trust Clinton and 85 per cent believed the US was blaming Japan for its own economic problems.

Politicians and bureaucrats have also expressed unhappiness with the way the relationship has gone under the new administration, but they have tended to blame the Clinton trade team's relative inexperience and the apparent lack of a clearly defined Japan policy for the increased friction.

Taking a somewhat more philosophical approach, Mr Kichiji Miyazawa, until recently Japan's Prime Minister, along with a host of political commentators and academics, have seen the tougher US stance on trade with Japan as an indication that the bilateral relationship has reached a turning point.

The tougher stance of the Clinton administration towards Japan, according to this school of thinking, is a direct result of a shift in the world order in which the US can no longer be expected to play the role of the tolerant superpower. As such, it was more a sign of weakness than of strength on the part of the

US and a development that requires Japan to play a more assertive role in the bilateral relationship.

Mr Miyazawa explained on Japanese TV that Mr Clinton's predecessor, George Bush, who was shot down near the Japanese islands during World War Two, belonged to a generation of Americans that thought they were responsible for shaping post-war Japan and therefore took a more protective stance towards the country.

MR CLINTON'S relationship with Japan is very different, the prime minister pointed out. Mr Clinton grew up in an America that watched TV on Japanese-made sets and drove Japanese cars. "To him, Japan has always been an adult," Mr

Miyazawa said. Sensing that this new order calls for them to stand on their own feet, the Japanese authorities have taken a harder stance against US demands.

Calls on Japan to set numerical benchmarks which would measure progress in opening up its markets to foreign goods, and in particular, to set a target for reducing its current account surplus, have been vigorously resisted on the grounds that such action would lead to managed trade.

Unilateral action by the US, such as the recent ruling by the Commerce Department to impose anti-dumping duties on steel imports, have been met with counter-threats to take the issue to the General Agreement on Tariffs and Trade.

Such resentment and frustra-

tion felt in Japan towards the Clinton administration's handling of trade friction with Japan runs a serious risk of further aggravating bilateral relations.

If President Clinton's generation of Americans see Japan primarily as an economic power, a growing number of Japanese in positions of influence regard the US as "a declining power that is blaming others for its own shortcomings," says Mr Yoshio Terasawa, a former vice president of Nomura Securities who is now a member of the Japan New Party.

Fortunately, spreading irritation with the US is still generally tempered by the view that much of what the US is demanding is either for the country's long-term good or is something that Japan needs to face up to sooner or later.

Government bureaucrats, such as those at the Ministry of International Trade and Industry who jealously guard the interests of domestic industry, admit that Japan must try

to open its markets more not because of US pressure but to bring its practices in line with rest of the world.

Even the tabloid press has portrayed the US president as a friend of the Japanese consumer. The daily *Gendai* pointed out that the president's remark to the G7 - that Japan has the ability to further stimulate its economy - revealed to the Japanese public what the Japanese government had so far failed to demonstrate - that it still has the financial means to invest in social infrastructure, lower taxes and generally improve the lot of the average consumer.

The consensus so far in Japan is that these mixed feelings of resentment and goodwill are the natural outcome of a relationship that is moving increasingly towards a more equal partnership. As Foreign Minister Kishin Muto, who compares the relationship to that of two sumo wrestlers who are brothers, puts it, "there's a feeling of rivalry. But they're still brothers."

William Dawkins probes the complexities of Franco-Japan relations

A tale of mutual suspicion

IF ASKED to name the prickliest industrialised western power, many Japanese would probably cite France. Paris's attitude to Tokyo has been sensitive ever since General de Gaulle insultingly described a visiting Japanese prime minister as a transistor salesman. Former French prime minister Edith Cresson's description of Japan as a nation of ants shows that some circles at least still recently held serious anxieties over a Japanese threat.

However, Mrs Cresson's anti-Japanese gibes were made two years ago. Since then, the Paris government has staged a sustained diplomatic charm offensive and its complex over Japan have begun to melt. NEC, the electronics company, has been allowed to take a stake in Bull, the French state-owned computer maker formerly seen as an exclusive national asset, while the Paris government hardly turned a hair when state-owned Renault's Swedish partner Volvo, formed a joint venture with Mitsubishi.

The two countries' bilateral relationship is of secondary value to both, since their diplomacy centres on bigger partners with whom they also have occasionally uneasy relationships. Germany in France's case and the US in Japan's. Yet this odd couple is important because revealing parallels lie just under their differences.

This will surprise most people, for whom Japan and France could not be more of a contrast. On the diplomatic front, both are grappling with the changes caused by the break up of the Soviet Union, and producing very different responses. France uneasily faces a stronger Germany but vigorously defends its position as a top European power, while Japan has yet to carve out a role for itself in a confused and potentially volatile south-east Asia as its security links with the US become less important. Meanwhile, Tokyo's traditional reluctance to assert itself - never a French problem - faces an unprecedented test in the face of the Clinton administration's demands for better access for US exports.

On the domestic front, one factor that successive French and Japanese governments have in common is that they have for decades believed that the state should take a hand in

valuable national industries. While the results of intervention have been dramatically different in Japan and France, the assumptions are similar. There are differences in approach, in that the Japanese state's guiding hand is traditionally subtle and appears to follow or anticipate the market's natural direction, rather than try to shape it, while France is well known for the heavy industrial interventionism it has practised through its extensive public sector.

Yet their approaches have converged slightly in recent years. France's new centre-right government has accelerated the reduction in industrial intervention cautiously begun by the Socialists. Meanwhile, Japan's conservative government has returned to intervention to soften the economic downturn.

The bureaucracies that carry out and help shape these policies also have similarities. Both are controlled by a tiny civil service elite, that carries enormous weight in their finance and industry ministries.

The members of these public administration élites are both drawn from a meritocratic and demanding state education system. In France's case, the inner circle will often consist of graduates of the Ecole Nationale d'Administration (Ena), a prestigious civil service college set up after the second world war to help rebuild the shattered public administration.

The nearest Japanese equivalent is Tokyo University law department, whose brilliant

young graduates took a prominent part in targeting key sectors for development in Japan's high-speed post war economic growth. One key contrast is that Ena graduates move between the civil service and politics much more often than the top people in Japan's public administration, though in both countries there is a steady flow of senior public servants into business.

The aims and the structure of the two public administrations are, however, very different. France, for example, has no equivalent of Japan's Ministry of International Trade and Industry (Miti), the powerful department which has co-ordinated industrial policy since before the second world war.

THE Paris government did once flirt with the idea of creating a French Miti, when Mrs Cresson tried to create a super-ministry, embracing industry, telecommunications, trade and part of the finance ministry - perhaps a sign that her attitude to Japan concealed some admiration. But the finance minister of the time, the late Mr Pierre Bérégovoy, managed to sink the scheme, a grave threat to his own ministry's traditional dominance.

Japan has responded calmly to French complexes over its economic power and intentions. Its government has delivered no verbal counter-blasts. Nevertheless, Nissan and Toyota quietly shunned France in their first wave of plant investment in Europe, despite France's geographical

advantage at the heart of the European single market.

This continues to be an irritant, as France has emerged with Italy as a leader in attempts to curb exports from UK-based Japanese car plants, described by Mr Jacques Calvet, chairman of Peugeot, as a Japanese aircraft carrier moored off the coast of Europe. By contrast, some French politicians, such as Mr Roger Fauroux, former industry minister, sincerely regret missing out on these prestige investments.

French investment in Japan is unsurprisingly minimal, yet France has not done too badly in attracting Japanese investment, despite missing the car plants. Data on the French regional development agency, recently counted 122 Japanese companies in France, the second best European score after Britain's 187, though the gap is much wider in cash terms.

All this has done nothing to diminish Japanese consumers' love affair with French culture of all kinds. Japanese consumers still continue to represent one of the biggest markets for French luxury goods as well as an increasingly substantial slice of tourist income, as the yen's strength reduces the price of a Parisian holiday for Japanese travellers. Japan continues to be one of the largest markets for French art, as can be seen by the paintings that continue to hang in the Tokyo head offices of banks and industrial companies, despite the economic slowdown.

On both sides, the relationship is complex, mingled with admiration and apprehension.

Around the world...

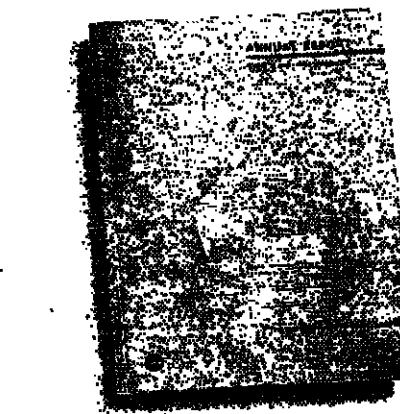
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Japan's biggest neighbour offers openings and challenges, says Robert Thomson

China becomes a competitor

WHEN the Japan Cotton Spinners' Association began collecting information this month in an attempt to prove that Chinese manufacturers were dumping fabric in the Japanese market, it was also gathering evidence that economic and political ties between the two countries are changing.

The cotton spinners complain that Chinese producers are dumping materials for 30 to 40 per cent less than the selling price of the domestic product, echoing the past concerns of US producers about lower-cost Japanese textile exports in the early days of the economic rise from the wartime rubble.

Japanese government officials are embarrassed by the cotton case, as they are leading the debate over reform of anti-dumping procedures, often used to keep markets closed to more competitive products. But the emerging might of China has already prompted Tokyo to be the aggressor for the first time, imposing penalties this year on Chinese exporters of ferroalloy manganese, which is used in steel production.

These cases highlight the ambivalence of Japanese industry towards China. The Chinese market provides remarkable opportunities for export growth, particularly compared with the sluggish demand from other international markets and the declining demand at home, where companies have excess production capacity after a capital spending surge during the late 1980s.

However, the improvement in the Chinese production quality, often aided by the transfer of Japanese technology and expertise, has already undermined the profitability of textile producers and other industries are conscious of a threat from China. Garment makers in Kyushu, in the south, estimate that two-thirds of their number will be forced to close factories by the end of next year.

In the first half, Japan's exports to China rose 51.2 per cent from a year earlier, with exports of cars six times larger and those of television cameras increasing fourfold, while exports of steel, communications equipment, motorcycles and construction equipment all

doubled. Over the same period, China's exports to Japan expanded 15.2 per cent, with a tripling of office machinery exports, most made in Japanese-run joint venture factories.

The increasing Japanese business confidence in China's economic reforms has coincided with the need for Japan

yang, in the north, while Toshiba has stretched its service network by opening new branches in Jinan, in the east, and Kunming, in the south-west.

The interest extends to securities houses. Nomura Securities, the country's largest broker, has been chosen as lead manager for the Hong Kong

Improved Chinese production quality, often aided by Japanese technology, is threatening Japanese textiles companies - and other industries are conscious of a threat from China

ese manufacturers to reduce costs to improve profitability after three years of falling earnings. Combined with the lure of China's domestic demand, companies have concluded that the conditions are finally right for direct investments that they were reluctant to make in the past.

Last year, Japanese direct investment in China doubled and, in recent months, a company has announced a new factory, outlet or partnership in China each day. Nissan Motor has just formed a joint venture to produce jet looms in Shen-

listing of Dongfang Electric, a mainland power company based in Sichuan province. Nomura, cutting employees in Europe, has increased its Asia department personnel from 580 to 616 over the past year and shifted the operation's base to Hong Kong from Tokyo.

Mr Hideo Sakamaki, Nomura's president, said cultivating business in China takes longer than elsewhere. "You need a long-term perspective. Over a decade or two decades you can build a human network - that is how you do business in that country."

Not every Japanese company has the patience or the funds to wait so long for a return, and there is concern in Tokyo that the measures taken by Beijing to cool an overheating economy could lessen the short-term opportunities to profit from China. An official at the Ministry of International Trade and Industry said past attempts to reassert control of the economy have been heavy handed, and it remains to be seen if Beijing has learned from those errors.

The tangible power of the emerging China has also stirred debate in Tokyo on whether Chinese political and military influence in the region will also be overwhelming Japanese defence analysts have advised the government to take more interest in the consequences of rising Chinese military spending and weapons renovation.

Publicly, Japanese officials are careful not to offend China, but, in private, they suggest that US concerns about the expansion of Japanese influence in Asia should be redirected to the rapid growth of Chinese influence in the region. One finance ministry

official complained that the US is "looking in the wrong direction when they worry about a yen bloc in Asia", and should pay "far more attention to the changes in China".

Within the foreign ministry, which would like Japan to take an active role in the international arms debate, there is division over whether pressure should be applied to China on military issues, backed by the implied threat that the flow of Japanese financial assistance could slow if Beijing does not exercise restraint.

In the past, Tokyo has not wanted to tackle China on sensitive political issues. Japanese officials have been reluctant to express clear support for the proposed expansion of democracy in Hong Kong and, in private meetings with Chinese, are said to express dismay that the UK is creating "instability" in the territory.

But the emerging strength of China has not only ruffled the cotton spinners; it is also forcing the Japanese government to redefine a relationship partly based on the idea that Tokyo could score points with Beijing by "representing" its interests in international gath-



Shanghai's commercial centre: China displays a new confidence

erings and ensuring that China would not be "isolated".

Dealing with an increasingly confident China will be less simple in the future, and the Japanese government will need

to develop a broader set of principles that takes into account demands ranging from its own ambitions for a higher profile in Asia to the interests of the cotton spinners.

AVISIT to Nintendo's head office in Kyoto belies its position as the world's leading supplier of youth entertainment. The modest premises could belong to any family-run Japanese company, the atmosphere is formal and restrained. Despite generating multi-million dollar sales, the impression is of a company that has not lost touch with its roots as a manufacturer of playing cards.

The public face of Sega - its arch-rival in the battle for the hearts, minds and leisure time of a generation - is rather different. At its modern office complex in suburban Tokyo, visitors are not pried with green tea from china cups but with Coke from a vending machine. The fast cars and motor bikes parked outside reflect a corporate culture in line with its reputation as the Young Turk of the video entertainment business.

The difference between the two companies also runs to

industrial strategy. Nintendo has made a conscious decision to keep its overheads low, so most manufacturing is contracted to outside suppliers. Despite being Japan's third largest company measured by profits, Nintendo has fewer than 900 employees. It resembles a management company, co-ordinating its empire through a network of licensed subcontractors.

That reflects the low-cost philosophy of Mr Hiroshi Yamauchi, the company's president. In a new, volatile market such as video entertainment he believes Nintendo should be able to respond quickly. It would thus be unwise for the company to follow motor manufacturers, for example, by building expensive production facilities.

Sega has taken a more conventional approach. It employs 800 in research and development alone, out of a total workforce in Japan of 3,500. Most of the games played on

A world war rages over electronic games sales, says Simon London

Nintendo versus Sega

Sega machines have been designed by the company itself, rather than outside companies working under licence.

The unanswered question is which company will be able to capture the new technologies - such as more CD-based entertainment systems which can handle much more information than conventional software cartridges - which look certain to transform the market. Nintendo is taking a relaxed, self-confident approach to new technology. It argues that the full potential of cartridge-based systems, running on the latest 16-bit games computers, has yet to be exploited by games designers. Until that happens, it sees

no need to rush into other formats.

"Other areas of art and entertainment prove that the drive for technological change always comes from the makers of software - the artists. That has been true of areas such as cinema. I believe it is also true of this business," commented Mr Masayuki Uemura, general manager of Nintendo's research and development.

He argues that the new technologies will not necessarily allow games designers and software engineers, the artists of the video entertainment business, to produce better games. The companies now investing vast sums in development may thus be disap-

pointed. It is certainly true that Nintendo's 8-bit Family Computer, on which its dominance of the market rests, was hardly state of the art when it was launched 10 years ago. But the machine was sufficiently powerful to test the software engineers and cheap enough to sell.

NEITHER Nintendo nor Sega expects to make large profits from selling the hardware itself. The games consoles are simply the medium by which a continuing market for new games is created. Having bought a Nintendo system the consumer is locked into buying games from the same source. Unless new

technology is priced low enough to sell in volume, there is no hope of creating a lucrative mass market for software.

The argument is logical. But outside investors have their doubts. Nintendo's shares peaked against the Japanese stock market in 1990, while Sega has continued to rise. Sega was first to launch a more powerful 16-bit games computer - its Megadrive system - which allowed the company to win market share from Nintendo. Sega now has 40 per cent of the market in the US and Europe.

Sega has adopted a typically aggressive policy towards new technology, forming joint ven-

tures with companies ranging from IBM and Pioneer to Time Warner and W Industries - a small British company which specialises in virtual reality products. Sega's ambitions run well beyond video games.

"We will expand the market with these alliances. By collaborating in CD-ROM technology, for example, we will be able to introduce elements of publishing or education into our products," said Mr Hideki Sato, director of R&D at Sega.

By pursuing its ambitions in so many areas, Sega is running risks of its own. Other areas of consumer electronics have been blighted by the inability of manufacturers to agree on common standards. There must be a danger of the same thing happening again. The giants of consumer electronics are pouring resources into CD-ROM technology and not all will be successful.

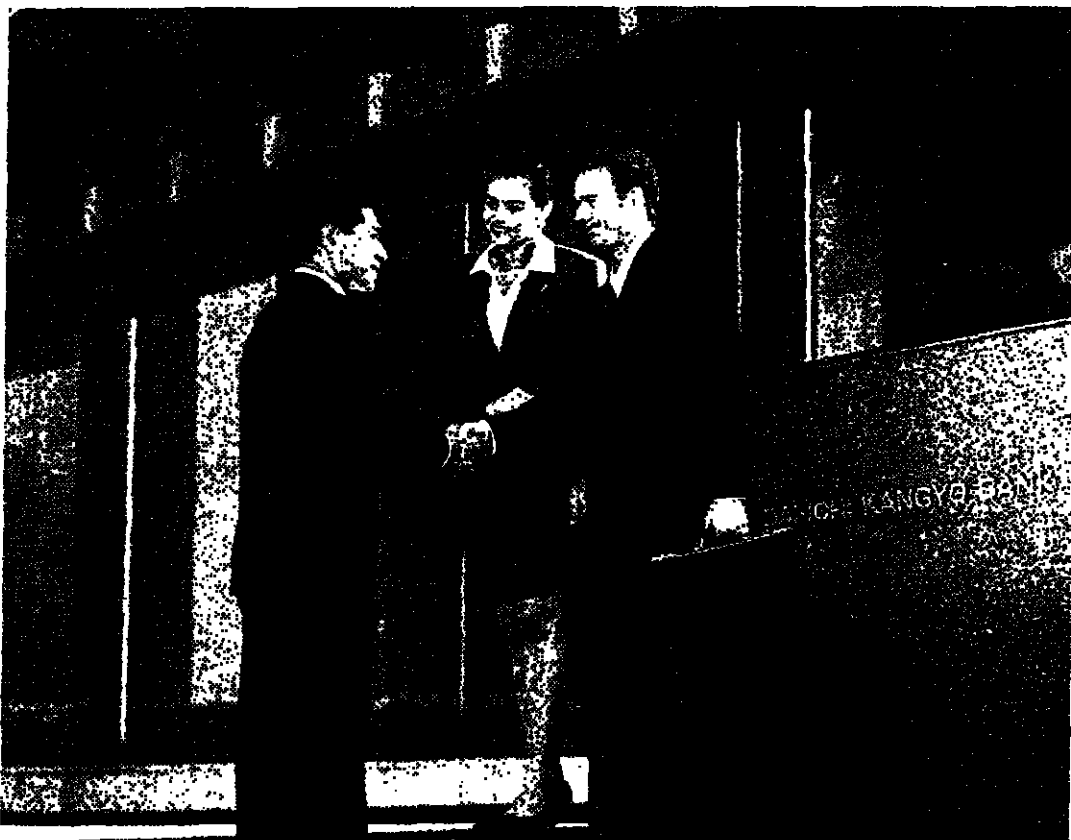
Mr Sato admits it may take 10 years before an industry standard CD-ROM is estab-

lished. But he believes Sega's best chance of being among the winners lies in getting its products to market first.

For the time being Nintendo seems content to let Sega make the running. The risk facing Nintendo is that a competitor using proprietary technology - possibly Sega, but perhaps 3DO of the US - will develop a system which is a quantum leap not just in technological prowess but also in entertainment value.

Should that happen Nintendo believes it will be able to get access to new technology, in the best Japanese tradition of picking up ideas from rivals and making them better. The history of Nintendo in the 1980s demonstrates that successful home entertainment products are not the most advanced, but the most cleverly manufactured and marketed. Having taken a back seat in the drive for technology itself, though, Nintendo will have to repeat the trick.

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JAPAN 6

Health care is less impressive than it seems, says Emiko Terazono

Financial sclerosis

MISS Yoko Hirokawa, a 19 year old student, is one of many Japanese patients who have received liver transplant operations in Australia.

She went there because of the lack of fresh organs to be used in transplants. This is due to the Japanese law which refuses to define brain-dead persons, the principal source of transplant organs, as legally dead.

However, although parliament is discussing a redefinition of death to allow organ transplants in Japan, the country's healthcare system may stand in the way of such innovative treatments.

Miss Hirokawa had her operation only after raising A\$140,000 through donations and loans not covered by Japan's insurance. Such costs mean that even when transplants are approved in Japan, only those who can afford such services will be treated.

The Japanese system assures broad access to care as well as low fees through cost sharing and government negotiated fees for services and supplies.

However, rigid cost control methods cause mounting frustration for patients.

In theory, all Japanese are covered either through company plans or national health insurance. In the US, on the other hand, 13 to 15 per cent of citizens have no health insurance at any one time.

At present, 31.4 per cent of health care costs in Japan are met by central and municipal governments, 56.3 per cent by the premium payers, which includes employers, and 12.1 per cent by the patient.

Comparing Japan's longevity and infant mortality rates with those in the US, the Japanese system may seem superior. In Japan, the life expectancy for men is 76 years and for women 82 years, compared with 72 for men and 78.8 for women in the US.

The infant mortality rate is 4.6 per 1,000 live births in Japan, exactly half the US rate.

However, a visit to a Japanese hospital for treatment reveals the negative side of this apparently impressive health system.

The hospital is probably

dying and the patient will have to wait for over an hour in a crowded waiting room before seeing a doctor.

There is little interaction between patient and doctor. Instead, the patient will be dismissed with a long list of drugs, prescribed with scant explanation of his illness or of the nature of the medication.

Such procedures stem partly from the heavy cost controls which militate against new procedures and technology.

The fee structure is determined in detail every two years by the Central Social Medical Care Council in the light of financial reviews of hospitals and clinics and the types and frequency of medical treatment.

This helps to prevent sharp increases in costs, but also tends to stultify medical services.

According to Pat Murdo, analyst at Japan Economic Institute in Washington DC, the council curbs costs by delaying approval to pay for new procedures and technologies.

The delays have the

advantage of ensuring that the government has time to ensure the effectiveness of new techniques. But critics fear that delays in diffusing new methods work to the detriment of patients who cannot afford to pay privately for life-saving treatments.

Emphasis on cheaper primary treatment also helps doctors to identify symptoms before they turn into serious ailments. But such controls result in low quality service which most patients face - long waiting lists and limited communication with the physician.

Meanwhile, as doctors are reimbursed for the drugs they prescribe, they tend to overdispense. In 1991, drug costs in Japan comprised 42.7 per cent of total medical costs; in the UK they were only 11.7 per cent and in the US only 9.3 per cent.

At the same time, recent efforts by the Ministry of Health and Welfare to cut official costs of older, less innovative drugs have resulted in the prescription of new drugs, especially antibiotics.



Pressure for change: Tokyo nurses join in a nationwide strike calling for higher health service pay and more nurses

The rigid reimbursement system also fails to address the wage increases and demands for shorter working hour by medical staff. Iwano - the Japan Federation of Medical Workers' Unions - asserts that

medical staff are "overburdened and scarcely able to maintain normal life and health" due to restrictions in the growth of health care costs.

In Japan, there are 33.6

nurses to 100 beds, compared with 40.2 in the UK and 56.1 in the US.

According to Iwano, 60 per cent of health workers work more than six night shifts a month, with the medical staff

working an average of nine night shifts.

Further technological advances in treatment and the ageing of the population may eventually prove too much for the health system.

Traditionalism still rules in most schools, says Simon London

A weakness for discipline

TOKYO'S most prestigious fee-paying boys school owes nothing to the tradition of Eton or Harrow. Housed in undistinguished concrete in the urban Hiroo district of the city, Azabu Gakuen looks like a product of the 1960s heyday of comprehensive education in the UK.

That resemblance runs more than skin deep: the relaxed attitude of the teachers, casual dress and unruly classrooms are evidence of a liberal attitude never embraced by the bastions of the British public school tradition.

But Azabu is far from representative of Japanese schools. It can afford to go against the grain because it gets results. It sends a higher proportion of pupils to prestigious universities, notably Tokyo University, than almost any other school. In the eyes of status-conscious Japanese parents, that is the sole barometer of success.

Although fee-paying, entrance to Azabu is by competitive examination only. In that respect it is very much a

product of the Japanese system. It prospers by its ability to get pupils through the university entrance examinations, and sets its own entrance examinations to cream off the best pupils.

To stand a fighting chance of getting to Azabu, and thence to Tokyo University, most pupils will have already passed entrance examinations to win a place at a good preparatory school. For many the process of testing will have started at the age of three.

"We can afford to be liberal because our pupils are all keen to learn and want to succeed," said Mr Takao Negishi, Azabu's headmaster.

Faced with intense competition at every stage - and pupils generally less blessed with diligence or intellect than Azabu - mainstream Japanese schools favour a disciplinarian approach. At Takamatsu Junior High, a model state school in suburban Tokyo, a strict code of uniform, punctuality and good behaviour prevails.

That might be enough to make traditionalists in many European countries weep with nostalgia.

The role of testing, the existence of a national curriculum and a thriving private sector would equally win plaudits among conservative educationists in the UK.

Conversely, though, the approach is now being questioned in Japan. For example, while in principle the national curriculum has almost universal support among Japanese teachers, the design of the current curriculum is seen to place too much emphasis on the accumulation of facts while neglecting creative thought.

There is some sympathy with this view within the Ministry of Education. Its interest

does not stem from liberal sentiment: the over-riding question for government is whether Japanese schools are producing the workforce required by the service and high-technology industries of the future.

Even though Japan spends less on education as a percentage of gross domestic product than its industrial rivals - classes of 40 pupils per teacher are the norm - it achieves higher rates of literacy and numeracy. The worry is that such basic skills no longer suffice. Yet while the main function of schooling is - in the eyes of many parents - to propel children up the educational pyramid with Tokyo University at its apex, piecemeal reform of the curriculum is unlikely to transform the sys-

tem. Schools like Azabu are free to tailor tuition to fit the requirements of university entrance examinations. For example, ninth grade pupils at Azabu spend six hours per week on mathematics.

AT TAKAMATSU pupils of the same grade receive only four hours tuition - as demanded by the national curriculum. If the state sector strays too far from the three-R's, the gap between public and private schools will only widen.

The emphasis on examinations has also created an industry of "juku" or cramming schools, which children are expected to attend outside normal hours for extra tuition in core academic subjects. Like

Azabu, the better juku do not come cheap. That raises the question whether a traditionally egalitarian education system - what could be more egalitarian than a system based squarely on entrance examinations? - is now falling the poor.

The growth of private schools is also adding to the problem of falling rolls as Japan passes through demographic changes more pronounced than in the UK. Takamatsu's newly refurbished buildings now house 469 pupils, against more than 1,500 in the mid-1980s. The encroachment of private schools means still fewer pupils, and can cause problems in the classroom.

"The best pupils in this area

are more likely to attend private schools. The natural leaders are taken out of our classes. "There is no problem with discipline, but motivating the remaining pupils to learn has become more difficult," said Mr Makoto Kawashima, headmaster at Takamatsu.

The Ministry of Education sees two options to close the gap between public and private education: either deregulate the state sector, allowing public schools to imitate fee-paying schools, or regulate the private sector by imposing the national curriculum strictly across the board.

Neither option is particularly attractive. The first would only reinforce the reputation of Japanese schools as rigorous crammers and increase examination pressures. The second would require heavy-handed intervention in a private school system which has widespread support among parents.

Ultimately, though, change may have to filter down through the system from the top before the style of Japanese

education changes. "Higher education in Japan has historically emphasised imitation rather than innovation."

Since the end of the last century that has been seen as the way for Japan to compete successfully with the West," commented Mr Michio Nagai, an educationalist and former Minister of Education. "For these historical reasons, Japan has not developed a tradition of basic academic research."

Admission to even the best universities is regarded by students as a comfortable interlude between the pressure of school and the horrors of life as a "salary-man". University entrance exams are thus tests of accumulated knowledge rather than measures of academic potential.

Only if universities value creativity and spontaneity are parents likely to put pressure on schools to do the same. If an education system is a mirror of the society it serves, there can be no more eloquent commentary on the growing pains of Japan itself.

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